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Securities Code: 2730

Date of sending by postal mail: June 6, 2025

Start date of measures for electronic provision: May 30, 2025

To all shareholders:

Representative Director, Chairman and CEO
Masataka Kubo
EDION Corporation
(Head office location)
2-1-18 Kamiyacho, Naka-ku, Hiroshima, Japan
(Headquarters location)
2-3-33 Nakanoshima, Kita-ku, Osaka, Japan

NOTICE OF THE 24TH ANNUAL GENERAL MEETING OF SHAREHOLDERS

This is to inform you that the 24th Annual General Meeting of Shareholders of EDION Corporation (the “Company”) will be held according to the following.

When convening this General Meeting of Shareholders, the Company takes measures for providing information that constitutes the content of reference documents for the General Meeting of Shareholders, etc. (items for which measures for providing information in electronic format are to be taken) in electronic format, and posts this information on each of the following websites. Please access either of those websites by using the Internet address shown below to review the information.

[The Company’s website] <https://www.edion.co.jp/ir/library/notice> (in Japanese)

[Website for posted informational materials for the general meeting of shareholders]
<https://d.sokai.jp/2730/teiji/> (in Japanese)

[TSE website (Listed Company Search)]
<https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show> (in Japanese)

(Please access the website by using the internet address shown above, enter “EDION” in “Issue name (company name)” or the Company’s securities code “2730” in “Code,” and click “Search.” Then, 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].”)

The Company would also ask that, instead of coming to the venue in person on the day of the meeting, you can exercise your voting rights via the Internet or in writing. In either case, please examine the Reference Documents for the General Meeting of Shareholders shown below, and exercise your voting rights by 6:30 p.m. on Thursday, June 26, 2025, in accordance with the “Instructions for Exercising Voting Rights” (in Japanese).

- 1. Date and Time** Friday, June 27, 2025, at 10:00 a.m. (JST)
2. Venue “The Hō I and II,” 2nd Floor, Hotel New Otani Osaka
1-4-1 Shiromi, Chuo-ku, Osaka, Japan

3. Meeting Agenda

Matters to be reported

1. Business Report and Consolidated Financial Statements for the 24th fiscal year (from April 1, 2024 to March 31, 2025), and audit results of Consolidated Financial Statements by the financial auditor and the Audit & Supervisory Committee
2. Non-consolidated Financial Statements for the 24th fiscal year (from April 1, 2024 to March 31, 2025)

Matters to be resolved

- Proposal No. 1** Appropriation of Surplus
Proposal No. 2 Election of 12 Directors (Excluding Directors Who Are Audit & Supervisory Committee Members)

[Notice]

1. When arriving at the venue on the day of the meeting, please submit your voting rights exercise form to the reception desk.
2. Reception is scheduled to begin at 9:00 a.m.
3. Paper-based documents stating the items for which measures for providing information in electronic format are to be taken are sent to shareholders who have requested the delivery of paper-based documents. However, those documents do not include the following items in accordance with the provisions of laws and regulations and the Company’s Articles of Incorporation and those items are posted on the respective websites specified on the previous page.
 - (1) “System for ensuring appropriate business practices, and its operational status” in the Business Report
 - (2) “Consolidated Statement of Changes in Net Assets” and “Notes to Consolidated Financial Statement” in the Consolidated Financial Statements
 - (3) “Statement of Changes in Net Assets” and “Notes to Non-consolidated Financial Statement” in the Non-consolidated Financial StatementsAccordingly, the Business Report, Consolidated Financial Statements and Non-consolidated Financial Statements contained in such paper-based documents represent part of the documents audited by the Audit & Supervisory Committee while preparing the audit report, and by the financial auditor while preparing the accounting audit report.
4. If revisions to the items for which measures for providing information in electronic format arise, a notice of the revisions and the details of the items before and after the revisions will be posted on the respective websites specified on the previous page.
5. The Company plans to deliver on-demand video recording the General Meeting of Shareholders at the Company’s website (<https://www.edion.co.jp/ir/library/notice>) (in Japanese) after the closure of the General Meeting of Shareholders. Editing will be made to the Q&A session and others to protect the privacy of shareholders.

Reference Documents for the General Meeting of Shareholders

Proposals and Reference Information

Proposal No. 1 Appropriation of Surplus

The Company's basic policy regarding appropriation of surplus, in addition to ensuring a stable management base, is to continually provide stable dividends constituting a dividend payout ratio of 30% or more, as it regards the return of profits to its shareholders as a key management priority.

Based on this basic policy, the Company proposes the appropriation of surplus as follows:

Year-end dividends

Based on factors related to the current fiscal year such as business performance, financial conditions, and the future business environment, the Company would like to pay a dividend of ¥24 per share at the end of the current fiscal year.

As the Company has already paid an interim dividend of ¥23 per share in December 2024, the annual dividend will be ¥47 per share, which is an increase of ¥2 from the previous fiscal year.

- (1) Type of dividend property
Cash
- (2) Allotment of dividend property to shareholders and their aggregate amount
¥24 per common share of the Company
Total payment: ¥2,515,897,464
- (3) Effective date of dividends of surplus
June 30, 2025

Proposal No. 2 Election of 12 Directors (Excluding Directors Who Are Audit & Supervisory Committee Members)

The terms of office of all 12 Directors (excluding Directors who are Audit & Supervisory Committee Members; the same applies below in this proposal) will expire at the conclusion of this General Meeting of Shareholders.

Therefore, the Company proposes the election of 12 Directors.

With regard to this proposal, the Company's Audit & Supervisory Committee has reviewed and considered the nature of the directors' supervision and execution, as well as the selection criteria for director candidates. As a result, it has determined that the deliberation and decision-making process for the selection of each candidate for Director was appropriate, and that all candidates for Director are suitable for their positions.

The candidates for Director are as follows:

Candidate No.	Name	Current position in the Company and responsibility	Attendance at Board of Directors meetings
1	Mr. Masataka Kubo (Male) Reelection	Representative Director, Chairman and CEO	17/17 (100%)
2	Mr. Norio Yamasaki (Male) Reelection	Representative Director, Vice Chairman	17/17 (100%)
3	Mr. Kozo Takahashi (Male) Reelection	Representative Director, President and COO	17/17 (100%)
4	Mr. Tsugunori Ishida (Male) Reelection	Director and Senior Executive Officer General Manager of Corporate Planning Department and in charge of IR	17/17 (100%)
5	Mr. Toshiro Inoue (Male) Reelection	Director and Senior Executive Officer General Manager of Sales Department	13/13 (100%)
6	Mr. Yuji Ikehata (Male) New election	Senior Executive Officer General Manager of Logistics Service Department	–
7	Mr. Hirokazu Fujiwara (Male) New election	Senior Executive Officer General Manager of Development Strategy Department	–
8	Mr. Shozo Ishibashi (Male) Reelection Outside Independent	Outside Director	17/17 (100%)
9	Mr. Shimon Takagi (Male) Reelection Outside Independent	Outside Director	17/17 (100%)
10	Ms. Naoko Mayumi (Female) Reelection Outside Independent	Outside Director	17/17 (100%)
11	Mr. Yoshihiko Fukushima (Male) Reelection Outside Independent	Outside Director	17/17 (100%)
12	Mr. Tadatsugu Mori (Male) Reelection Outside Independent	Outside Director	17/17 (100%)

- Notes:
1. Outside indicates candidates for Outside Director, and Independent indicates candidates for independent officer.
 2. As Toshiro Inoue was newly elected and appointed as Director at the 23rd Annual General Meeting of Shareholders held on June 27, 2024, attendance at Board of Directors meetings indicates the number of meetings held and the number of meetings he attended after being appointed.

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company		Number of the Company's shares owned
1	<div>Reelection</div> <p>Masataka Kubo (February 18, 1950)</p> <p>Attendance at Board of Directors Meetings 17/17 (100%)</p>	Apr. 1992	Representative Director and President of Daiichi Corporation (currently EDION Corporation)	2,256,847 shares
		Mar. 2002	Chairman and Representative Director of the Company	
		July 2003	President and Representative Director	
		June 2012	Chairman, Representative Director and CEO	
		Feb. 2015	Chairman and Representative Director of Sanfrece Hiroshima FC Co., Ltd. (current position)	
		Apr. 2018	Chairman and CEO of 3Q Co., Ltd.	
		June 2018	Chairman and CEO of the Company	
		Oct. 2023	In charge of Sales Department, e-Commerce Department, and Logistics Service Department	
		June 2024	Representative Director, Chairman and CEO (current position)	
<p>Reasons for nomination as candidate for Director</p> <p>He has demonstrated management ability for many years since becoming the Representative Director of Daiichi Co., Ltd., and has promoted the business performance growth of the entire group. Since he has played a major role in determining important matters related to management and executing business, the Company has determined that he will be able to continue showing strong leadership for expanding our business and increasing corporate value, and therefore nominates him as a candidate for reelection as Director.</p>				
2	<div>Reelection</div> <p>Norio Yamasaki (January 15, 1957)</p> <p>Attendance at Board of Directors Meetings 17/17 (100%)</p>	June 2009	Director of the Company	78,292 shares
		Apr. 2012	General Manager of Corporate Planning Department	
		June 2012	Managing Director	
		June 2014	Senior Managing Director	
		June 2018	Director and Senior Managing Executive Officer	
		June 2021	Director, Vice President, and Executive Officer	
		Oct. 2023	In charge of Corporate Planning Department, General Affairs and Human Resources Department, Franchise Management Department, and Store Development Management Department	
		June 2024	Representative Director, Vice Chairman (current position)	
<p>Reasons for nomination as candidate for Director</p> <p>He has abundant experience and achievements with management strategy departments, and has been in charge of core management of the Company. The Company expects that he will be able to contribute to management, and therefore nominates him as a candidate for reelection as Director.</p>				

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company		Number of the Company's shares owned		
3	<div>Reelection</div> <div>Kozo Takahashi (September 12, 1961)</div> <div>Attendance at Board of Directors Meetings 17/17 (100%)</div>	Feb. 2014	Executive Officer of the Company	46,493 shares		
		Feb. 2018	General Manager of Sales Management Department			
		July 2018	Senior Executive Officer			
		Oct. 2020	General Manager of Product Management Department			
		Feb. 2021	Deputy General Manager of Business Department and General Manager of Product Management Department			
		June 2021	Director and Managing Executive Officer			
		Oct. 2021	General Manager of Sales Management Department and General Manager of Product Management Department			
		Feb. 2022	General Manager of Sales Management Department and General Manager of Sales Management Division			
		Oct. 2022	General Manager of Sales Department and General Manager of Sales Management Division			
		Apr. 2023	General Manager of Sales Department			
		June 2023	Director and Senior Managing Executive Officer			
		June 2024	Representative Director, President and COO (current position)			
Reasons for nomination as candidate for Director He has been utilizing his abundant experience and achievements in the sales/product departments for contributing to the management of the Company. The Company expects that he will continue oversee the execution of operations and play a central role in management, and therefore nominates him as a candidate for reelection as Director.						
4	<div>Reelection</div> <div>Tsugunori Ishida (August 21, 1972)</div> <div>Attendance at Board of Directors Meetings 17/17 (100%)</div>	Jan. 2016	General Manager of Corporate Planning Department of the Company	15,464 shares		
		Feb. 2020	Executive Officer			
		Feb. 2020	General Manager of Corporate Planning Management Department and General Manager of Corporate Planning Department			
		June 2022	Senior Executive Officer			
		Oct. 2022	Deputy General Manager of Corporate Planning Department, General Manager of Corporate Planning Management Department, and General Manager of IR/Corporate Communications Department			
		June 2023	Director and Senior Executive Officer (current position)			
		Oct. 2023	General Manager of Corporate Planning Department and General Manager of IR/Corporate Communications Department			
		Aug. 2024	General Manager of Corporate Planning Department and in charge of IR (current position)			
		Reasons for nomination as candidate for Director He has been utilizing his abundant experience and achievements in the management strategy/corporate planning departments for contributing to the management of the Company. The Company expects that he will be able to contribute to management, and therefore nominates him as a candidate for reelection as Director.				

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company		Number of the Company's shares owned
5	<div>Reelection</div> <div>Toshiro Inoue (December 24, 1970)</div> <div>Attendance at Board of Directors Meetings 13/13 (100%)</div>	Oct. 2018	General Manager of Mobile Network Sales Department of the Company	8,336 shares
		Feb. 2020	General Manager of Mobile Network Products Department	
		Apr. 2021	General Manager of Communications Products Department	
		Feb. 2022	General Manager of Information and Communications Sales Department	
		Oct. 2022	General Manager of Information and Communications Operations Department	
		Apr. 2023	General Manager of Mobile Network Management Department	
		Oct. 2023	Executive Officer	
		Feb. 2024	Senior Executive Officer	
		Feb. 2024	General Manager of Digital Home Appliance Management Department	
		June 2024	Director and Senior Executive Officer (current position)	
		June 2024	General Manager of Sales Department (current position)	
Reasons for nomination as candidate for Director He has been utilizing his abundant experience and achievements in the sales/product departments for contributing to the management of the Company. The Company expects that he will be able to contribute to management, and therefore nominates him as a candidate for reelection as Director.				
6	<div>New election</div> <div>Yuji Ikehata (July 5, 1964)</div>	Feb. 2014	General Manager of Sales Management Department of the Company	44,396 shares
		June 2014	Director	
		June 2017	Managing Director	
		Feb. 2018	General Manager of Franchise Department	
		June 2018	Senior Executive Officer (current position)	
		Feb. 2019	General Manager of Logistics Service Management Department	
		May 2022	General Manager of Project Promotion Department	
		Oct. 2023	General Manager of e-Commerce Department	
		June 2024	Representative Director, President of Jtop Co., Ltd. (current position)	
		July 2024	General Manager of Logistics Service Department (current position)	
Reasons for nomination as candidate for Director The Company expects that he will be able to utilize his abundant experience and achievements in the various sales and logistics departments to contribute to the management of the Company, and therefore nominates him as a new candidate for Director.				

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company		Number of the Company's shares owned
7	<div>New election</div> <div>Hirokazu Fujiwara (October 29, 1967)</div>	Apr. 2015	General Manager of Corporate Planning Management Department of the Company	24,840 shares
		Jan. 2016	General Manager of Marketing Management Department	
		June 2017	Director	
		Apr. 2018	General Manager of Information System Management Department	
		June 2018	Senior Executive Officer (current position)	
		Jan. 2022	General Manager of Store Development Management Department	
		Aug. 2024	General Manager of Store Development Department	
		Apr. 2025	General Manager of Development Strategy Department (current position)	
Reasons for nomination as candidate for Director The Company expects that he will be able to utilize his abundant experience and achievements covering a wide range of areas, such as sales/administration/corporate planning departments to contribute to the management of the Company, and therefore nominates him as a new candidate for Director.				
8	<div>Reelection Outside Independent</div> <div>Shozo Ishibashi (July 5, 1949)</div> <div>Years in office 11</div> <div>Attendance at Board of Directors Meetings 17/17 (100%)</div>	Jan. 1995	Head of Management Development Department, Nomura Research Institute, Ltd.	0 shares
		Apr. 1997	Head of Investment Banking Research Department, Financial Research Center, Nomura Securities Co., Ltd.	
		June 1998	Head of Equity Research Department; and Deputy Director of Financial Research Center of the said company	
		May 2000	Managing Director of Lehman Brothers Japan Inc.	
		Sep. 2003	Representative Director of The Ishibashi Tanzan Memorial Foundation (current position)	
		Apr. 2004	Director of Tokyo Medical and Dental University	
		Apr. 2005	Auditor of Rissho Daigaku Gakuen	
		June 2007	Outside Auditor of MINKABU Inc. (currently MINKABU THE INFONOID, Inc.)	
		Apr. 2008	Director of Kurimoto Educational Institution (NUCB) (current position)	
		June 2014	Outside Director of the Company (current position)	
		Mar. 2017	Outside Director of MINKABU Inc. (currently MINKABU THE INFONOID, Inc.) (current position)	
Reasons for nomination as candidate for outside Director and overview of expected role He has experience as a director of foundations and educational institutions, abundant experience and knowledge in the fields of finance and securities, and has contributed to improved management transparency and the strengthening of supervisory functions by stating his opinions at Board of Directors meetings, etc., serving as the chairman of the Nomination and Compensation Committee, which is an advisory body of the Board of Directors, and through other activities using his experience and knowledge. Although Shozo Ishibashi has never been involved with company management other than as an outside officer, the Company expects that he will be able to continue providing suggestions and advice based on his independent and objective position, and therefore nominates him as a candidate for reelection as outside Director.				

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company		Number of the Company's shares owned
9	<div> <div>Reelection</div> <div>Outside</div> <div>Independent</div> </div> <p>Shimon Takagi (December 23, 1962)</p> <p>Years in office 10</p> <p>Attendance at Board of Directors Meetings 17/17 (100%)</p>	<p>Apr. 1990 Registered as an attorney at law</p> <p>Apr. 1990 Joined Blakemore & Mitsuki</p> <p>Oct. 1992 Joined Adachi, Henderson, Miyatake & Fujita</p> <p>Aug. 1999 Partner of Tokyo Aoyama Law Office (currently Baker & McKenzie)</p> <p>Aug. 2002 Partner of White & Case LLP</p> <p>Mar. 2014 Established Takagi Law Office (to the present)</p> <p>June 2015 Outside Director of the Company (current position)</p>		0 shares
	<p>Reasons for nomination as candidate for outside Director and overview of expected role</p> <p>He has experience and expert knowledge of corporate legal affairs as an attorney, and has contributed to improved management transparency and the strengthening of supervisory functions by stating his opinions at Board of Directors meetings, etc., serving as a member of the Nomination and Compensation Committee, which is an advisory body of the Board of Directors, and through other activities using his experience and knowledge.</p> <p>Although Shimon Takagi has never been involved with company management other than as an outside officer, the Company expects that he will be able to continue providing suggestions and advice based on his independent and objective position, and therefore nominates him as a candidate for reelection as outside Director.</p>			
10	<div> <div>Reelection</div> <div>Outside</div> <div>Independent</div> </div> <p>Naoko Mayumi (October 29, 1955)</p> <p>Years in office 6</p> <p>Attendance at Board of Directors Meetings 17/17 (100%)</p>	<p>July 1993 Group Leader of Pension Sales Department, Zurich Scudder Investments Japan Inc. (currently Deutsche Asset Management (Japan) Limited)</p> <p>May 2002 Managing Executive Officer; and Head of Pension Client Services Department of the said company</p> <p>July 2002 Managing Director, Head of Pension Sales Department, UBS Global Asset Management (Japan) Ltd. (currently UBS Asset Management (Japan) Ltd.)</p> <p>Aug. 2005 Head of Pension Team and Director of Marketing Client Services Department, Lazard Japan Asset Management K.K.</p> <p>June 2019 Outside Director of the Company (current position)</p> <p>Oct. 2024 President & CEO of Algolab INC. (current position)</p>		0 shares
	<p>Reasons for nomination as candidate for outside Director and overview of expected role</p> <p>She has contributed to the strengthening of supervisory functions by stating her opinions based on her abundant experience in finance and securities fields, and through other activities using her experience and knowledge.</p> <p>The Company expects that she will be able to continue providing suggestions and advice based on her independent and objective position, and therefore nominates her as a candidate for reelection as outside Director.</p>			

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company		Number of the Company's shares owned
11	<div><div>Reelection</div><div>Outside</div><div>Independent</div></div> <p>Yoshihiko Fukushima (October 30, 1963)</p> <p>Years in office 6</p> <p>Attendance at Board of Directors Meetings 17/17 (100%)</p>	Apr. 1990	Joined Salomon Brothers Securities Asia, Ltd. (currently Citigroup Global Markets Japan Inc.)	0 shares
	July 1995	Lecturer of Department of Economics, Royal Stockholm University, Sweden		
		July 2006	Professor of BSc in Management, NUCB Undergraduate School	
		Apr. 2007	Professor of Faculty of Political Science and Economics, Waseda University (current position)	
		Apr. 2010	Director of Waseda Research Institute for Corporate Social Responsibility, Waseda University	
		June 2019	Outside Director of the Company (current position)	
Reasons for nomination as candidate for outside Director and overview of expected role He has contributed to the strengthening of supervisory functions by stating his opinions based on his knowledge as expert in the economy and management fields, and through other activities using his experience and knowledge. Although Yoshihiko Fukushima has never been involved with company management other than as an outside officer, the Company expects that he will be able to provide suggestions and advice based on his independent and objective position, and therefore nominates him as a candidate for reelection as an outside Director.				
12	<div><div>Reelection</div><div>Outside</div><div>Independent</div></div> <p>Tadatsugu Mori (September 22, 1963)</p> <p>Years in office 3</p> <p>Attendance at Board of Directors Meetings 17/17 (100%)</p>	Apr. 2004	General Manager, Corporate Advertising Strategy Office, Hankyu Department Stores, Inc.	1,000 shares
	June 2006	Director and Executive Officer of the said company		
		Oct. 2007	Director and Executive Officer, Corporate Planning Office Manager, in charge of System Planning Office, H2O Retailing Corp.	
		Mar. 2012	Director and Managing Executive Officer of the said company	
		Dec. 2012	Outside Director, Umenohana Co., Ltd.	
		Apr. 2014	Director and Managing Executive Officer, in charge of Finance Office, H2O Retailing Corp.	
		Nov. 2020	Outside Director of HITO-Communications Holdings Inc. (current position)	
		June 2021	Director of Kansai Super Market Ltd.	
		Dec. 2021	Advisor of the said company	
		June 2022	Outside Director of the Company (current position)	
		Mar. 2023	Outside Director of Silver Egg Technology CO., Ltd. (current position)	
Reasons for nomination as candidate for outside Director and overview of expected role He has contributed to the strengthening of supervisory functions by stating his opinions based on his abundant experience and knowledge as executive director of a company engaging in retail business, and through other activities using his experience and knowledge. The Company expects that he will be able to continue providing suggestions and advice based on his independent and objective position, and therefore nominates him as a candidate for reelection as outside Director.				

- Notes:
1. There is no special interest between any of the candidates and the Company.
 2. **Outside** indicates candidates for Outside Director, and **Independent** indicates candidates for independent officer.
 3. The Company has made notification that Shozo Ishibashi, Shimon Takagi, Naoko Mayumi, Yoshihiko Fukushima and Tadatsugu Mori are independent officers according to the regulations of the Tokyo Stock Exchange, Inc., and if they are reelected and appointed as Directors, the notification as independent officers will continue.
 4. The number of years in office as an outside Director is the number of years as of the conclusion of this General Meeting of Shareholders.
 5. The number of the Company's shares owned by each candidate includes the number of equity shares through the EDION Group Executive Share Ownership Plan.

6. Limited liability agreements with Directors (excluding those who are Executive Directors, etc.)

According to the Company's current Articles of Incorporation, it is possible to conclude a limited liability agreement with Directors (excluding those who are Executive Directors, etc.) for damages. Limited liability agreements have been concluded with Shozo Ishibashi, Shimon Takagi, Naoko Mayumi, Yoshihiko Fukushima, and Tadatsugu Mori according to this provision. If each candidate is elected and appointed as a Director, the relevant agreement will be continued.

The overview of the relevant agreement specifies that the liability for damages under the relevant agreement is limited to the minimum liability limit stipulated by laws and regulations.

7. Company Directors and Officers liability insurance (D&O insurance) policy

The Company has concluded Directors and officers liability insurance policies with Directors (Including Directors who are Audit & Supervisory Committee Members) and Audit & Supervisory Board Members of the Company and its subsidiaries as insured persons.

The relevant policy covers damages and legal costs, etc., incurred when there is a claim for damages due to the actions of an insured person as a corporate officer. Insurance premiums are fully borne by the company.

If each candidate is elected and appointed as a Director, the Company plans to renew the relevant policy including them as insured persons.

Reference: Skill matrix of individual Directors

If Proposal No. 2 of this General Meeting of Shareholders is approved in its original form, the positions of the Directors of the Company shall be according to the following.

The ● mark indicates that the Director possesses the skill/experience, their expected role, etc.

Name	Position	Business Administration Management Strategy	Financial Accounting Taxation	Sales and Marketing	Store Development	IT DX	Logistics	Human Resources Personnel Training	Legal Affairs Risk Management	Internal Control Governance	Sustainability
Masataka Kubo	Representative Director Chairman and CEO	●		●	●			●	●	●	●
Norio Yamasaki	Representative Director Vice Chairman	●	●		●			●	●	●	●
Kozo Takahashi	Representative Director President and COO	●		●	●			●	●	●	●
Tsugunori Ishida	Director Managing Executive Officer	●	●		●	●	●			●	●
Toshiro Inoue	Director Senior Executive Officer	●		●							
Yuji Ikehata	Director Senior Executive Officer	●		●			●				
Hirokazu Fujiwara	Director Senior Executive Officer	●		●	●	●					
Shozo Ishibashi	Outside Director	●	●			●				●	
Shimon Takagi	Outside Director	●	●						●	●	
Naoko Mayumi	Outside Director	●	●							●	●
Yoshihiko Fukushima	Outside Director	●		●				●		●	●
Tadatsugu Mori	Outside Director	●	●		●	●				●	
Yoshie Yamane	Director (Full-time Audit & Supervisory Committee Member)	●						●	●	●	●
Yuki Fukuda	Outside Director (Audit & Supervisory Committee Member)		●						●	●	
Yoshikiyo Sakai	Outside Director (Audit & Supervisory Committee Member)	●	●	●		●				●	
Hideaki Shimizu	Outside Director (Audit & Supervisory Committee Member)								●	●	

Note: The above list does not represent all of the expertise and experience possessed by individual Directors.

[Reference]

1. Policy for Nominations and Procedure for Candidates for Directors

[Nomination Policy]

The Company considers the following items when determining candidates for Directors.

- Whether they have insight, achievements, and abilities
 - Whether they have a high sense of ethics
 - Whether they can contribute toward the realization of the Company group's corporate philosophy
- In addition to these, the following items are also considered regarding outside Directors.
- Whether they have specialized knowledge and abundant experience
 - Whether they can supervise business operations by Directors and give advice on management policies and plans from an independent and objective perspective.

[Nomination Procedure]

In harmony with the policy for nominations, Directors (excluding Directors who are Audit & Supervisory Committee Members) are nominated by means of a resolution by the Board of Directors after considering the candidates for appointment through a "Nomination and Compensation Committee," which is an advisory body to the Board of Directors chaired by an independent outside Director.

Directors who are Audit & Supervisory Committee Members are nominated by means of a resolution by the Board of Directors after a fair consideration of the candidates for appointment by the Audit & Supervisory Committee based on the policy for nominations.

2. Criteria for the Independence of Outside Directors

Regarding the criteria for the appointment of outside Directors, the Company adheres to the provisions in the Companies Act and the "Guidelines for Listing Management, etc." by the Stock Exchange, and has established its own independent standards as shown in the following.

[Independence Standards]

Those to whom none of the following items apply:

- a. Current or former executing person of the Company or its subsidiaries
- b. An executing person who currently belongs to a major shareholder or an organization that is a major shareholder with at least a 10% stake in the Company's latest list of shareholders as far as voting rights
- c. An executing person who currently belongs to a business partner and their consolidated subsidiaries whose total amount of transactions with the Company has exceeded 2% of consolidated sales for the Company or business partners at any time during the last three fiscal years
- d. Consultants, accounting specialists, legal specialists, financial auditors, or advisory contractors who have received an average of at least ¥10 million in cash or other assets annually from the Company in addition to executive compensation during the last three fiscal years (If they are a corporation, union, or other organization, an executing person who currently belongs to the said organization)
- e. Directors and other executing persons of organizations, etc., that have received donations from the Company exceeding ¥10 million per year or 2% of sales or total income, whichever is higher, during the last three fiscal years
- f. A person who has belonged to an organization or a business partner mentioned in the above b to e at a certain time in the past, and has been retired from the said group or business partner less than one year
- g. The spouse or a relative within the second degree of kinship of an executing person of the Company or someone mentioned in the above a to e