

Management Directors

As of May 23, 2024 *The numbers of the Company's shares held by Directors are as of February 29, 2024.

1 KOIDE Hiroko Outside Director

Number of the Company's shares held: 2,810
Number of other shares as stock-based remuneration not yet granted: 5,942

● Chairperson of Board of Directors ● Nomination Committee Member ● Remuneration Committee Member

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

2 YAGO Natsunosuke Outside Director

Number of the Company's shares held: 8,400
Number of other shares as stock-based remuneration not yet granted: 7,875

● Chairperson of Nomination Committee ● Remuneration Committee Member

Apr 1977 Joined Ebara Corporation
Jun 2002 Executive Officer of the same company
Apr 2004 Senior Executive Officer and Group Executive of Precision Machinery Group of the same company, Representative Director and Chairman of Ebara Precision Machinery Europe GmbH, Representative Director and Chairman of Ebara Technologies Inc. and Chairman of Ebara Precision Machinery Shanghai Inc.
Jun 2004 Director of Ebara Corporation
Apr 2005 Director of the same company and Chairman of Ebara Precision Machinery Taiwan Inc.
Jun 2005 Director of Ebara Corporation
President of Precision Machinery Company and General Manager of Fujisawa Operation
Apr 2006 Director and Managing Executive Officer of Ebara Corporation
President of Precision Machinery Company
Apr 2007 President and Representative Director of Ebara Corporation
May 2007 President and Representative Director and General Manager of Internal Control Promotion Department of the same company
Jul 2009 President and Representative Director and General Manager of Internal Control Department of the same company
Apr 2013 Chairman and Director of the same company
Oct 2017 Representative Director of The Ebara Hatakeyama Memorial Foundation (present)
Mar 2019 Retired from the office of Chairman and Director of Ebara Corporation
Jun 2019 Outside Director of Subaru Corporation
May 2020 Outside Director of J. Front Retailing Co., Ltd. (present)
May 2021 Director of Parco Co., Ltd.

3 HAKODA Junya Outside Director

Number of the Company's shares held: 2,811
Number of other shares as stock-based remuneration not yet granted: 5,942

● Chairperson of Audit Committee

Apr 1974 Joined Mitsubishi Rayon Co., Ltd. (present Mitsubishi Chemical Corporation)
Nov 1980 Joined Pricewaterhouse CPA Office (Reorganized as Aoyama Audit Corporation in June 1983)
Apr 1984 Registered as certified public accountant
Apr 2000 Partner of ChuoAoyama Audit Corporation / PricewaterhouseCoopers
Aug 2006 Representative of Arata Audit Corporation / Partner of PricewaterhouseCoopers
Apr 2008 Eminent Professor of Graduate School of Keio University (internal audit theory)
Sep 2009 Member of the Agreement Monitoring Committee of the Japan External Trade Organization
Sep 2010 Director of Japan Internal Control Research Association
Dec 2014 Outside Corporate Auditor of Schroder Investment Management (Japan) Limited (present)
Mar 2015 Director of Institute of Corporate Governance, Japan (present)
Jun 2015 Outside Corporate Auditor of Yamaha Corporation
Jun 2017 Outside Director and Chairperson of the Audit Committee of Yamaha Corporation
Sep 2019 Member of the Ethics Committee of the Japanese Institute of Certified Public Accountants
Aug 2020 Vice Chairperson of the Committee on Training and Research for Outside Officers, Japanese Institute of Certified Public Accountants
May 2021 Outside Director of J. Front Retailing Co., Ltd. (present)
Aug 2021 Chairperson of the Committee on Training and Research for Outside Officers, Japanese Institute of Certified Public Accountants

4 UCHIDA Akira Outside Director

Number of the Company's shares held: 6,217
Number of other shares as stock-based remuneration not yet granted: 9,808

● Chairperson of Remuneration Committee ● Nomination Committee Member

Apr 1975 Joined Toray Industries, Inc.
Jun 1996 Executive Vice President of Toray Industries (America), Inc.
Jun 2000 General Manager on Special Assignment of Corporate Strategic Planning Division 1, General Manager on Special Assignment of Corporate Communications Department of Toray Industries, Inc.
Jun 2004 Counsellor of Corporate Strategic Planning Division and Counsellor of Investor Relations Department of the same company
Jun 2005 Member of the Board, General Manager of Finance and Controller's Division of the same company
Jun 2009 President of Toray Holding (USA), Inc.
Senior Vice President (Member of the Board), General Manager of Finance and Controller's Division of Toray Industries, Inc.
Jun 2012 President of Toray Holding (USA), Inc.
Senior Vice President (Member of the Board) in charge of CSR; General Manager of General Administration and Legal Division, Investor Relations Department, Corporate Communications Department, and Advertising Department; and General Manager of Tokyo Head Office of Toray Industries, Inc.
Jun 2016 Adviser of the same company
Mar 2019 Retired from the office of Adviser of the same company
May 2019 Outside Director of J. Front Retailing Co., Ltd. (present)
Jun 2019 Outside Director of Yokogawa Electric Corporation (present)
May 2020 Director of Daimaru Matsuzakaya Department Stores Co. Ltd.
May 2022 Director of Parco Co., Ltd. (present)

5 SEKI Tadayuki Outside Director

Number of the Company's shares held: 4,083
Number of other shares as stock-based remuneration not yet granted: 7,875

● Audit Committee Member

Apr 1973 Joined Itochu Corporation
Jun 1998 General Manager of Finance Division of Itochu International Inc. (Stationed in New York)
Jun 2004 Executive Officer and CFO of Food Company of Itochu Corporation
Apr 2007 Managing Executive Officer and General Manager of Finance Division of the same company
Jun 2009 Representative Director, Managing Director, Chief Officer for Finance, Accounting, Risk Management and CFO of the same company
Apr 2010 Representative Director and Senior Managing Executive Officer of the same company
May 2011 Representative Director, Senior Managing Executive Officer and CFO of the same company
Apr 2013 Representative Director, Executive Vice President and CFO of the same company
Apr 2014 Representative Director, Executive Vice President, Executive Advisory Officer, CFO and CAO of the same company
Apr 2015 Adviser of the same company
May 2016 External Director of Parco Co., Ltd.
Jun 2016 Outside Director of Nippon Valqua Industries, Ltd. (present Valqua, Ltd.)
Apr 2017 Advisory Member of Itochu Corporation
Jun 2017 Outside Director of JSR Corporation
Jul 2017 Outside Statutory Auditor of Asahi Mutual Life Insurance Company (present)
May 2020 Outside Director of J. Front Retailing Co., Ltd. (present) and Director of Parco Co., Ltd.
May 2022 Director of Daimaru Matsuzakaya Department Stores Co. Ltd. (present)

6 OMURA Emi Outside Director

Number of the Company's shares held: None

● Audit Committee Member

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

7 YOSHIMOTO Tatusya

Number of the Company's shares held: 108,150

● Nomination Committee Member ● Remuneration Committee Member

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

8 HAMADA Kazuko

Number of the Company's shares held: 1,851
Number of other shares as stock-based remuneration not yet granted: 15,428

● Audit Committee Member

Apr 1985 Joined Parco Co., Ltd.
Sep 2000 General Manager of Marketing Department of Sales Management Division of the same company
Mar 2002 Deputy General Manager of Kichijoji PARCO of the same company
Mar 2005 General Manager of Kichijoji PARCO of the same company
Mar 2007 General Manager of Shintokorozawa PARCO of the same company
Mar 2010 Executive Officer (Personnel) of the same company
Mar 2013 Executive Officer (Administration and Personnel) of the same company
Mar 2015 Executive Officer (Group Audit Office) of the same company
May 2020 Auditor of the same company
May 2021 Director of J. Front Retailing Co., Ltd. (present)

9 ONO Keiichi

Number of the Company's shares held: 8,907

● President and Representative Executive Officer

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

10 WAKABAYASHI Hayato

Number of the Company's shares held: 20,064

● Managing Executive Officer

Apr 1985 Joined Matsushita Electric Industrial Co., Ltd. (present Panasonic Corporation)
Apr 1998 President of Panasonic Financial Center Malaysia Co., Ltd.
Apr 2007 Director and Chief Executive Officer of Matsushita Electric (China) Finance Limited
Feb 2009 Finance Planning Team Leader (Manager) of Headquarters Finance & IR Group of Panasonic Corporation
Jul 2013 General Manager of Finance & IR Group of Corporate Strategy Division and Finance Planning Team Leader (Director) of the same company
May 2015 Joined J. Front Retailing Co., Ltd.
In charge of Finance Policy of Administration Unit of the same company
Sep 2015 Executive Officer and in charge of Financial Strategy and Policy of Administration Unit of the same company
Mar 2016 Senior Executive General Manager of Financial Strategy Unit (present) and in charge of Finance Policy of the same company
May 2016 Director of the same company (present)
Mar 2017 In charge of Financing and Finance Policy of the same company
May 2017 Managing Executive Officer of the same company (present)
May 2018 Senior General Manager of Financing and Finance Policy Division of the same company
May 2020 Director of Parco Co., Ltd.
May 2023 Director of Daimaru Matsuzakaya Department Stores Co. Ltd. (present)

Management

Reasons for Appointment of Outside Directors

- **KOIDE Hiroko**

She has extensive knowledge based on her rich experience in the fields of global management and marketing, having served as an officer at foreign companies for many years, and having been engaged in corporate management as the head of marketing at the head office of a U.S. company, as well as a wealth of knowledge gained as an Outside Director at several listed companies. She has contributed to improving the effectiveness of the Board of Directors by actively and assertively providing advice and oversight with respect to a wide range of matters including the importance of strategies for evolving existing core businesses, clarifying and delving into customer targets based on marketing thinking, and synchronizing medium- to long-term management strategies with human resources strategies.

As a Nomination Committee Member, she conducts discussions that ensure objectivity, transparency, and continuity and deliberates on the decision process for the new President and Representative Executive Officer based on the succession plan. As a Remuneration Committee Member, she revises the officer remuneration system in conjunction with the next Medium-term Business Plan and provides necessary advice at suitable times on the introduction of a new calculation method for officer remuneration and reviews of remuneration standards, composition, and performance evaluation indicators, etc., and contributes to strengthening the management personnel functions.

In light of her track record, abundant experience, and high level of insight, the Company expects her to contribute greatly to management of the Group and has accordingly appointed her as an Outside Director.

The Company has no interest in or relationship with her.

- **HAKODA Junya**

He has been involved in accounting audits, management consulting, and internal audits of auditing firms, etc. for many years at PricewaterhouseCoopers, and has also served as an eminent professor teaching internal audit theory in the Graduate School of Keio University, and therefore has a wealth of experience and high-level expertise in corporate auditing. He also has a high level of expertise in corporate governance and management auditing, having served as the Chairperson of the Audit Committee of Yamaha Corporation when the company changed its organizational design to a Company with Three Committees (Nomination, Audit, and Remuneration Committees). He has also contributed to improving the effectiveness of the Board of Directors by actively and assertively providing advice and oversight regarding a wide range of matters including KPI perspectives necessary for monitoring the Medium-term Business Plan, consideration of financial policies in light of the macro environment, utilization of internal human resources in new business development, and approaches to the appointment of human resources in times of change.

Moreover, as the Chairperson of Audit Committee, he has endeavored to strengthen the audit function by fulfilling his roles of auditing the execution of duties by Directors and Executive Officers of a Company with Three Committees (Nomination, Audit, and Remuneration Committees), while exchanging opinions and engaging in discussions from the perspective of legality and appropriateness, etc. related to items submitted to the Board of Directors and items judged to require monitoring by the Audit Committee, which he is expected to promote. He is also simultaneously working to enhance the governance of the Group as a whole.

In light of his track record, abundant experience, and high level of insight, the Company expects him to contribute greatly to management of the Group and has accordingly appointed him as an Outside Director.

The Company has no interest in or relationship with him

- YAGO Natsunosuke

He has been involved in top-level corporate management for many years, and has a wealth of experience in compliance management and strengthening financial bases. He also possesses a high level of expertise in internal control and corporate governance gained through his experience in transitioning to a Company with Three Committees (Nomination, Audit, and Remuneration Committees). He has contributed to improving the effectiveness of the Board of Directors by actively and assertively providing advice in many areas, including on the formulation of the Medium-term Business Plan with an awareness of overall optimization, the approach to cross-shareholdings, overseas business expansion based on past experiences and reflections, and approaches to human resource investment and human resource evaluation.

As the Chairperson of Nomination Committee, he conducts discussions that ensure objectivity, transparency, and continuity and resolves on the new President and Representative Executive Officer based on the succession plan. As a Remuneration Committee Member, he revises the officer remuneration system in conjunction with the next Medium-term Business Plan and provides necessary advice at suitable times on the introduction of a new calculation method for officer remuneration and reviews of remuneration standards, composition, and performance evaluation indicators, etc., and contributes to strengthening the management personnel functions.

In light of his track record, abundant experience, and high level of insight, the Company expects him to contribute greatly to management of the Group and has accordingly appointed him as an Outside Director.

The Company has no interest in or relationship with him.

- UCHIDA Akira

He possesses extensive experience and knowledge of not only business planning and IR but also corporate departments as the person responsible for the finance and accounting division. He has contributed to improving the effectiveness of the Board of Directors by actively and assertively providing advice and oversight with respect to a wide range of matters including the importance of identifying issues and addressing risks when formulating the Medium-term Business Plan, aligning sustainability management policies with business strategies, digital strategies that also utilize stores, and the Company's approach to human capital management.

As the Chairperson of Remuneration Committee, he revises the officer remuneration system in conjunction with the next Medium-term Business Plan and introduces a new calculation method for officer remuneration and reviews remuneration standards, composition, and performance evaluation indicators, etc. As a Nomination Committee Member, he conducts discussions that ensure objectivity, transparency, and continuity and provides necessary advice at suitable times regarding deliberation on the decision process for the new President and Representative Executive Officer based on the succession plan, and contributes to strengthening the management personnel functions.

In light of his track record, abundant experience, and high level of insight, the Company expects him to contribute greatly to management of the Group and has accordingly appointed him as an Outside Director.

The Company has no interest in or relationship with him.

- SEKI Tadayuki

He has many years of experience in international business management and risk management at a general trading company, and has extensive knowledge and experience in finance and accounting as CFO, as well as broad knowledge as an outside director and outside statutory auditor of multiple companies. He has contributed to improving the effectiveness of the Board of Directors by actively and assertively providing advice on a wide range of matters including the promotion of business strategies with an awareness of the cost of capital, the importance of responding to stores and businesses facing challenges in the transformation of business portfolios, and the risks involved in entering new businesses and how to respond to those risks.

As an Audit Committee Member, he is working to strengthen audit functions by fulfilling expectations of him in terms of exchanging and discussing opinions from the perspective of legality, appropriateness, etc. on items submitted to the Board of Directors and items judged to require monitoring by the Audit Committee, while auditing the execution of duties by Directors and Executive Officers of a Company with Three Committees (Nomination, Audit, and Remuneration Committees). He is also simultaneously working to enhance the governance of the Group as a whole.

In light of his track record, abundant experience, and high level of insight, the Company expects him to contribute greatly to management of the Group and has accordingly appointed him as an Outside Director.

The Company has no interest in or relationship with him.

- OMURA Emi

In addition to her global experience in handling abundant cases in international organizations and specialized insights in labor law as an attorney, she has extensive experience as an outside director (audit & supervisory board member) at listed companies (B to C business). In particular, she is well versed in the practical aspects of sustainability and ESG legal fields such as human rights due diligence, and has extensive experience in providing objective advice and oversight on various issues that companies face, including diversity management.

In light of her track record, abundant experience, and high level of insight, the Company expects her to contribute greatly to management of the Group and has accordingly appointed her as an Outside Director.

The Company has no interest in or relationship with her.

Executive Officers

As of September 1, 2024

President and Representative Executive Officer	ONO Keiichi	Senior Executive General Manager of CRE Strategy Unit	UMEBAYASHI Akira	Senior General Manager of Board of Directors Office
Managing Executive Officer	WAKABAYASHI Hayato	Senior Executive General Manager of Financial Strategy Unit and Director of Daimaru Matsuzakaya Department Stores Co. Ltd.	OCHIAI Isao	Senior General Manager of Management Planning Division of Management Strategy Unit and in charge of Group Customer Strategy
Managing Executive Officer	HAYASHI Kenichi	Senior Executive General Manager of Management Strategy Unit, Senior General Manager of Fukuoka Tenjin Area Development Promotion Division, and in charge of Risk Management, and Director of Parco Co., Ltd.	MORITA Kosuke	Senior General Manager of Business Planning Division of Management Strategy Unit
Managing Executive Officer	HAYASHI Naotaka	Senior Executive General Manager of Digital Strategy Unit and Director of Daimaru Matsuzakaya Department Stores Co. Ltd.	NOMURA Taiichi	Senior General Manager of Group System Promotion Division of Digital Strategy Unit
Managing Executive Officer	MATSUDA Hirokazu	Senior Executive General Manager of Human Resources Strategy Unit and Administration Unit and in charge of Compliance, and Director of Parco Co. Ltd.	NOGUCHI Hideki	Senior General Manager of Accounting and Tax Affairs Division of Financial Strategy Unit
			IMAZU Takako	Senior General Manager of Group Human Resources Development Division and Group Welfare Division of Human Resources Strategy Unit

Organization Chart of J. Front Retailing

As of September 1, 2024

