

Note: This English translation is an abridged version of the original notice in Japanese. In the event of a discrepancy, the Japanese version shall prevail.

TO OUR SHAREHOLDERS

June 9, 2026

(Start date of electronic provision of materials: June 4, 2026)

Securities code: 3205

Daidoh Limited

1-16 Sotokanda 3-chome, Chiyoda-ku, Tokyo

**NOTICE OF THE 103rd ORDINARY GENERAL MEETING OF
SHAREHOLDERS**

Dear Shareholder:

Please be informed that the 103rd Ordinary General Meeting of Shareholders of Daidoh Limited (the “Company”) will be held at 10:00 a.m. (the reception is scheduled to open at 9:00 a.m.) on Friday, June 26, 2026, at Kanda Myoujin Hall on the 2nd floor of EDOCCO EDO Culture Complex, at 16-2 Sotokanda 2-chome, Chiyoda-ku, Tokyo.

When arriving at the meeting venue, please submit the enclosed Voting Form at the reception desk.

When convening this Ordinary General Meeting of Shareholders, the Company has taken measures for electronic provision of materials, and has posted the matters to be provided electronically as the “Notice of the 103rd Ordinary General Meeting of Shareholders” on the website at the link below.

Our website: <https://www.daidoh-limited.com/english/ir/meeting.html>

In addition to the above, the information is also available on the following website. Please access the Tokyo Stock Exchange website below, enter “DAIDOH LIMITED” in “Issue name (company name)” or “3205” in “Code,” click “Search” and select “Basic information,” “Documents for public inspection/PR information,” “Notice of General Shareholders Meeting/Informational Materials for a General Shareholders Meeting,” and then confirm the information.

Tokyo Stock Exchange (TSE-Listed Company Search) Website:

<https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show>

If you do not attend the Meeting in person, you can exercise your voting rights via the Internet or in writing. Please kindly review the “Reference Materials for the Ordinary General Meeting of Shareholders” and exercise your voting rights no later than 6:30 p.m. on Thursday, June 25, 2026.

Souvenirs will not be provided to the shareholders attending the meeting. We appreciate your understanding.

Sincerely,

Koichiro Naruse
Representative Director
President & Group COO

MEETING AGENDA

Items to be Reported:

1. The Business Report, the Consolidated Financial Statements and the Report of the Audit of the Consolidated Financial Statements by Accounting Auditors and the Board of Corporate Auditors for the 103rd term from April 1, 2025, to March 31, 2026, will be reported at the meeting.
2. The Non-consolidated Financial Statements for the 103rd term from April 1, 2025, to March 31, 2026, will be reported at the meeting.

Items to be Resolved:

Item 1: Appropriation of Surplus

Item 2: Partial Amendments to the Articles of Incorporation

Item 3: Election of Seven (7) Directors

Matters decided for the convening of the General Meeting of Shareholders

- (1) If you are exercising your voting rights by proxy, one shareholder with voting rights may attend the General Meeting of Shareholders as your proxy. In this case, (i) a document certifying the proxy's power of representation (a letter of proxy) and (ii) the shareholder's Voting Form, and (iii) a certificate of the seal stamped on the letter of proxy, or a copy of passport, driver's license, health insurance card or any other document that identifies the shareholder must be submitted along with the Voting Form of the proxy. Please note that persons other than shareholders, such as proxies and accompanying persons who are not shareholders, are not permitted to attend the General Meeting of Shareholders.
- (2) If voting rights are exercised in duplicate, in writing (by postal mail) and via the Internet, the vote exercised via the Internet will be deemed valid.
- (3) If you exercise your voting rights more than once via the Internet, the last exercise of your voting rights will be deemed valid.

Among the matters subject to electronic provision measures, the following matters will not be provided in the paper copy to shareholders who made a request for delivery of documents in accordance with the provisions of laws and regulations and Article 16 of the Articles of Incorporation of the Company. Accordingly, the paper copy to be delivered to shareholders who made a request for delivery of documents constitutes only part of the documents audited by the Corporate Auditors and Accounting Auditors in preparation of audit reports.

- (1) "Consolidated Statement of Changes in Equity" in the Consolidated Financial Statements
- (2) "Notes to the Consolidated Financial Statements" in the Consolidated Financial Statements
- (3) "Non-consolidated Statement of Changes in Equity" in the Non-consolidated Financial Statements
- (4) "Notes to the Non-consolidated Financial Statements" in the Non-consolidated Financial Statements

In the event of any amendments to the electronic materials, a notice to that effect and details of such amendments will be posted on each of the websites where the materials are posted as mentioned above.

CONSOLIDATED BALANCE SHEET

Daidoh Limited

As of March 31, 2026

	Millions of yen
Assets:	
Current assets:	
Cash and deposits	7,438
Notes receivable - trade	136
Accounts receivable - trade	3,433
Electronically recorded monetary claims - operating	54
Inventories	8,216
Crypto-assets	245
Other	1,513
Allowance for doubtful accounts	(3)
Total current assets	21,033
Non-current assets:	
Property, plant and equipment:	5,594
Buildings, net	4,898
Structures, net	175
Machinery and equipment, net	16
Vehicles, net	5
Tools, furniture and fixtures, net	190
Land	154
Leased assets, net	89
Construction in progress	63
Intangible assets:	5,636
Goodwill	2,875
Trademark right	1,691
Customer-related intangible assets	639
Software	314
Other	114
Investments and other assets:	4,676
Investment securities	2,113
Leasehold and guarantee deposits	1,775
Deferred tax assets	676
Other	405
Allowance for doubtful accounts	(293)
Total non-current assets	15,906
Total assets	36,940

CONSOLIDATED BALANCE SHEET

Daidoh Limited

As of March 31, 2026

	Millions of yen
Liabilities:	
Current liabilities:	
Notes and accounts payable - trade	2,127
Electronically recorded obligations - operating	288
Short-term borrowings	7,976
Current portion of long-term borrowings	3,385
Lease liabilities	154
Income taxes payable	347
Contract liabilities	442
Deposits received	1,046
Provision for bonuses	296
Other	2,857
Total current liabilities	18,922
Non-current liabilities:	
Long-term borrowings	650
Lease liabilities	1,681
Asset retirement obligations	518
Long-term guarantee deposits	1,874
Deferred tax liabilities	948
Retirement benefit liability	226
Other	312
Total non-current liabilities	6,213
Total liabilities	25,136
Net assets:	
Shareholders' equity:	7,716
Share capital	100
Capital surplus	7,745
Retained earnings	1,788
Treasury shares	(1,916)
Accumulated other comprehensive income	2,352
Valuation difference on available-for-sale securities	747
Foreign currency translation adjustment	1,604
Share acquisition rights	95
Non-controlling interests	1,639
Total net assets	11,804
Total liabilities and net assets	36,940

CONSOLIDATED STATEMENT OF INCOME

Daidoh Limited

For the year ended March 31, 2026

	Millions of yen
Net sales	32,502
Cost of sales	15,636
Gross profit	16,866
Selling, general and administrative expenses	16,495
Operating profit (loss)	371
Non-operating income:	336
Interest income	21
Dividend income	157
Foreign exchange gains	51
Other	104
Non-operating expenses:	529
Interest expenses	336
Commission expenses	1
Buried cultural property excavation research expenses	74
Other	117
Ordinary profit (loss)	177
Extraordinary income:	1,773
Gain on sale of non-current assets	3
Gain on sale of investment securities	1,608
Other	162
Extraordinary losses:	1,043
Loss on sale and retirement of non-current assets	210
Impairment losses	170
Loss on sale of investment securities	135
Business restructuring expenses	205
Cancellation penalty	168
Restoration cost	106
Other	46
Profit (loss) before income taxes	906
Income taxes - current	284
Income taxes - deferred	(1,626)
Profit (loss)	2,249
Profit (loss) attributable to non-controlling interests	356
Profit (loss) attributable to owners of parent	1,893

NON-CONSOLIDATED BALANCE SHEET

Daidoh Limited

As of March 31, 2026

	Millions of yen
Assets:	
Current assets:	
Cash and deposits	3,787
Notes receivable - trade	35
Crypto-assets	245
Short-term loans receivable	668
Other	332
Allowance for doubtful accounts	(50)
Total current assets	5,020
Non-current assets:	
Property, plant and equipment:	
Buildings, net	17
Other, net	30
Intangible assets:	
Software	14
Other	40
Investments and other assets:	
Investment securities	1,858
Shares of subsidiaries and associates	13,252
Other	475
Allowance for doubtful accounts	(152)
Total non-current assets	15,536
Total assets	20,556

NON-CONSOLIDATED BALANCE SHEET

Daidoh Limited

As of March 31, 2026

	Millions of yen
Liabilities:	
Current liabilities:	
Short-term borrowings	6,931
Current portion of long-term borrowings	3,300
Accounts payable - other	108
Accrued expenses	74
Income taxes payable	64
Deposits received	11
Provision for bonuses	36
Other	5
Total current liabilities	10,531
Non-current liabilities:	
Long-term borrowings	400
Long-term accounts payable - other	234
Provision for loss on business of subsidiaries and associates	414
Deferred tax liabilities	336
Other	15
Total non-current liabilities	1,400
Total liabilities	11,932
Net assets:	
Shareholders' equity:	7,664
Share capital	100
Capital surplus	8,155
Legal capital surplus	25
Other capital surplus	8,130
Retained earnings	1,325
Other retained earnings	1,325
Retained earnings brought forward	1,325
Treasury shares	(1,916)
Valuation and translation adjustments	863
Valuation difference on available-for-sale securities	863
Share acquisition rights	95
Total net assets	8,623
Total liabilities and net assets	20,556

NON-CONSOLIDATED STATEMENT OF INCOME

Daidoh Limited

For the year ended March 31, 2026

	Millions of yen
Operating revenue	1,172
Selling, general and administrative expenses	1,173
Operating profit (loss)	(0)
Non-operating income:	241
Interest and dividend income	224
Other	16
Non-operating expenses:	254
Interest expenses	226
Other	28
Ordinary profit (loss)	(14)
Extraordinary income:	1,604
Gain on sale of investment securities	1,604
Extraordinary losses:	340
Loss on sale of investment securities	135
Business restructuring expenses	23
Provision for loss on business of subsidiaries and associates	181
Other	0
Profit (loss) before income taxes	1,249
Income taxes - current	1
Income taxes - deferred	(77)
Profit (loss)	1,325

REFERENCE MATERIALS FOR THE ORDINARY GENERAL MEETING OF SHAREHOLDERS

Item 1: Appropriation of Surplus

The Company considers continuing with stable shareholder returns as the basic approach while promoting active investment in growth areas and maintaining financial soundness under the second Medium-term Management Plan, “Evolution and a leap forward,” newly announced on February 27, 2026.

Based on this idea, the Company decides the amount of dividends according to the dividend policy indicators of dividend on equity ratio (DOE) of 4% and dividend payout ratio of 30% or more while comprehensively taking into consideration the business environment and internal reserves. We will pay the following year-end dividend for the fiscal year under review out of other capital surplus as dividend resource.

- 1) Type of dividends to be paid
Dividends shall be paid in cash.
- 2) Amount of dividend per share and total amount of dividends to be allocated
Fifty (50) yen shall be paid per common share of the Company as a dividend, which brings the total amount of dividends to 1,423,870,850 yen.
- 3) Effective date of dividend payment
The effective date of dividend payment shall be June 29, 2026.

Item 2: Partial Amendments to the Articles of Incorporation

1. Reasons for amendments

The current lease agreement for the Company's head office ends at the end of March 2027. The Company decided to relocate its head office as it needs to relocate by the date and also as it aims to improve the efficiency of the future business activities and convenience of commuting for employees. Accordingly, it proposes to change current Article 3 (Location of the head office) of the Articles of Incorporation. DAIDOH FORWARD LTD., a consolidated subsidiary, is also relocating along with the Company to the same location, and other group companies also plan to consider relocation.

2. Details of amendments

The details of the amendments are as follows.

(Amended parts are underlined.)

Current Articles of Incorporation	Proposed Amendments
(Location of the head office) Article 3 The Company locates its head office in <u>Chiyoda-ku</u> , Tokyo. <Newly established>	(Location of the head office) Article 3 The Company locates its head office in <u>Shinagawa-ku</u> , Tokyo. (Supplementary provision) <u>The change to Article 3 shall take effect as of the head office relocation date to be determined at the Board of Directors meeting to be held by October 31, 2026. This supplementary provision shall be deleted once the effective date of the head office relocation passes.</u>

Item 3: Election of Seven (7) Directors

As the terms of office of all the current seven (7) Directors will expire at the conclusion of this Ordinary General Meeting of Shareholders, the Company is requesting electing seven (7) Directors.

The candidates for Directors are as follows:

Candidate number	Name		Current position and responsibilities at the Company, and significant concurrent occupations or positions at other organizations
1	Masahiro Yamada	Reappointment	Representative Director, Chairman and Group CEO of the Company in charge of business strategy planning and promotion of the Medium-term Management Plan in charge of Overseas Business in charge of M&A Director and Chairman of PONTETORTO S.p.A. Representative Director, Chairman, President and CEO of JAPAN BLUE Co., Ltd. Director of FILM Co., Ltd. Representative Director and CEO of Gemini Strategy Group Inc. Professor of Tourism Management, Ritsumeikan University Graduate School of Management
2	Koichiro Naruse	Reappointment	Representative Director, President and Group COO of the Company in charge of DX Promotion Representative Director and Chairman of DAIDOH FORWARD LTD. Representative Director, Chairman and CEO of Brooks Brothers (Japan), Ltd.
3	Keiichi Shirokoda	Reappointment	Director, Senior Executive Officer and Group CFO of the Company in charge of Corporate Administration in charge of Diversity Promotion Director of Brooks Brothers (Japan), Ltd. Director of PONTETORTO S.p.A. Director of JAPAN BLUE Co., Ltd.
4	Kazutoshi Imai	Reappointment	Director and Executive Officer of the Company in charge of Real Estate and Leasing Business in charge of Domestic Sales Business Representative Director and President of DAIDOH FORWARD LTD.
5	Taise Kuboki	Reappointment External Director Independent Officer	External Director of the Company Representative Partner of Walls and Bridges Consulting firm LLC. Advisor of SAB JAPAN Co., Ltd.
6	Michio Osawa	Reappointment External Director Independent Officer	External Director of the Company Auditor of Taisei Printing Co., Ltd. Special Advisor of FIRST STEP JAPAN CO., LTD.
7	Maako Kido	Reappointment External Director Independent Officer	External Director of the Company Outside Board Member of CENTRAL JAPAN INTERNATIONAL AIRPORT COMPANY, LIMITED Councilor of Tanaka Chiyo Gakuen Educational Corporation Principal Artist of Gakken Kido Maako Art School

Candidate number	Name (date of birth)	Career summary, position and responsibilities at the Company, and significant concurrent occupations or positions at other organizations	Number of shares of the Company held
1	Masahiro Yamada (July 28, 1977)	April 2000 Joined The Chuo Mitsui Trust and Banking Company, Limited. (currently Sumitomo Mitsui Trust Bank, Limited)	– shares
		June 2001 Joined PricewaterhouseCoopers Consultants Co., Ltd. (currently IBM Japan, Ltd.)	
		April 2010 Director in charge of Revitalization of SHINKO SENI CO., LTD.	
		June 2011 Representative Director and CEO of Strategyx Partners, Inc. (currently Gemini Strategy Group Inc.) (current)	
		September 2015 Representative Director and CEO of AKAKURA Co., Ltd.	
		April 2024 Professor of Tourism Management, Ritsumeikan University Graduate School of Management (current)	
		June 2024 Representative Director, Chairman and CEO of the Company in charge of business strategy planning and promotion of the Medium-term Management Plan (current)	
		February 2025 Director and Chairman of PONTETORTO S.p.A. (current)	
		June 2025 Representative Director, Chairman and Group CEO of the Company (current) in charge of Overseas Business and M&A (current)	
		August 2025 Representative Director, Chairman and CEO of JAPAN BLUE Co., Ltd.	
		November 2025 Representative Director, Chairman, President and CEO of JAPAN BLUE Co., Ltd. (current)	
		April 2026 Director of FILM Co., Ltd. (current)	
<p>Reasons for nomination as a candidate for Director: Mr. Masahiro Yamada has extensive experience in company management through his activity as a management consultant in several consulting firms. Based on this experience, he has served not only as a representative director of consulting firms, but also as a representative director and director of many other companies. As a management expert, he has a wealth of insights and achievements in various areas including corporate reform, business strategy planning, and new business development. He currently serves as Representative Director, Chairman and Group CEO of the Company and leads to implement and realize the second Medium-term Management Plan announced by the Company on February 27, 2026. Therefore, the Company requests the reelection of Mr. Yamada as a Director as he is an indispensable person to increase the medium- to long-term corporate value of the Company and to implement and realize the second Medium-term Management Plan.</p>			

Candidate number	Name (date of birth)	Career summary, position and responsibilities at the Company, and significant concurrent occupations or positions at other organizations	Number of shares of the Company held
2	Koichiro Naruse (January 14, 1970)	<p>October 1997 Joined OPT, Inc.</p> <p>June 2006 Outside Director of Hotto Link Inc.</p> <p>June 2007 Executive Director and COO of Hotto Link Inc.</p> <p>June 2012 Representative Director and President of Gala Buzz Inc.</p> <p>March 2013 President & Representative Director of Hottolink Consulting Inc.</p> <p>May 2015 Director of Effyis Inc.</p> <p>September 2016 Outside Director of Visits Technology Inc.</p> <p>June 2017 Executive Vice President of Warranty technology, inc.</p> <p>February 2018 Director of Warranty Solutions, Inc</p> <p>June 2019 Representative Director and CEO of Warranty Solutions, Inc</p> <p>June 2020 President and CEO of Warranty technology, inc.</p> <p>March 2022 Management Partner of Gemini Strategy Group Inc.</p> <p>June 2022 Executive Director and COO of Hiramatsu Inc.</p> <p>June 2024 Representative Director, President and COO of the Company In charge of Domestic Sales Business and Overseas Business In charge of DX Promotion (current) Representative Director and President of DAIDOH FORWARD LTD. Representative Director and Chairman of Brooks Brothers (Japan), Ltd.</p> <p>June 2025 Representative Director, President and Group COO of the Company (current) Representative Director, Chairman and CEO of Brooks Brothers (Japan), Ltd. (current)</p> <p>May 2026 Representative Director and Chairman of DAIDOH FORWARD LTD. (current)</p>	– shares

	<p>Reasons for nomination as a candidate for Director:</p> <p>Mr. Koichiro Naruse has served as the head of sales and marketing departments in digital marketing companies. As a director, he has the experience of leading the listing of an SNS marketing support company. Based on this experience, he has served as a representative director and director in many companies, including listed companies, and as a management expert, he has extensive insights and practical experience in various areas such as management strategy, marketing strategy, organizational strategy, DX, and other areas. He currently serves as Representative Director, President and Group COO of the Company and leads the corporate reform towards realizing the second Medium-term Management Plan announced by the Company on February 27, 2026.</p> <p>Therefore, the Company requests the reelection of Mr. Naruse as a Director as he is an indispensable person to increase the medium- to long-term corporate value of the Company and implement and realize the second Medium-term Management Plan.</p>
--	---

Candidate number	Name (date of birth)	Career summary, position and responsibilities at the Company, and significant concurrent occupations or positions at other organizations	Number of shares of the Company held
3	Keiichi Shirokoda (December 31, 1967)	<p>April 1990 Joined the Company</p> <p>June 2013 General Manager, Accounting and Finance Department of the Company (currently Management Control Office)</p> <p>June 2018 Executive Officer of the Company</p> <p>January 2021 Director of Brooks Brothers (Japan), Ltd. (current)</p> <p>May 2023 Director of PONTETORTO S.p.A. (current)</p> <p>June 2023 Director and Executive Officer of the Company In charge of Corporate Administration (current) In charge of Diversity Promotion (current)</p> <p>June 2024 Director and Senior Executive Officer of the Company</p> <p>June 2025 Director, Senior Executive Officer and Group CFO of the Company (current)</p> <p>August 2025 Director of JAPAN BLUE Co., Ltd. (current)</p>	6,000 shares
<p>Reasons for nomination as a candidate for Director: As a Director, Senior Executive Officer and Group CFO, Mr. Keiichi Shirokoda carries out an appropriate role in stabilizing the financial base and strengthening governance. As a Director of Brooks Brothers (Japan), Ltd., PONTETORTO S.p.A., and JAPAN BLUE Co., Ltd., he promotes the growth of the clothing business and the improvement of management efficiency. He also has a wealth of experience and knowledge of management and the Company's business, having served as the head of the Company's Corporate Administration. He currently serves as Director, Senior Executive Officer and Group CFO of the Company and leads the corporate reform towards realizing the second Medium-term Management Plan announced by the Company on February 27, 2026. Therefore, the Company requests the reelection of Mr. Shirokoda as a Director as he is an indispensable person to increase the medium- to long-term corporate value of the Company and implement and realize the second Medium-term Management Plan.</p>			

Candidate number	Name (date of birth)	Career summary, position and responsibilities at the Company, and significant concurrent occupations or positions at other organizations	Number of shares of the Company held
4	Kazutoshi Imai (June 24, 1965)	<p>April 1989 Joined the Company</p> <p>April 2010 Director of NEWYORKER LTD. (currently DAIDOH FORWARD LTD.)</p> <p>April 2014 Managing Director of NEWYORKER LTD. (currently DAIDOH FORWARD LTD.)</p> <p>June 2014 Executive Officer of the Company</p> <p>January 2017 Director of DAIDOH FORWARD LTD.</p> <p>April 2022 General Manager of Business Promotion Office for China and Asia In charge of Legal Affairs for Business in China Chairman and General Manager of SHANGHAI NEWYORKER CLOTHING SALES CO., LTD.</p> <p>June 2024 Director and Executive Officer of the Company (current) In charge of Real Estate and Leasing Business (current) In charge of Business Promotion in China and Asia and General Manager of Business Promotion Office for China and Asia Representative Director and Executive Vice President of DAIDOH FORWARD LTD.</p> <p>June 2025 In charge of Domestic Sales Business (current)</p> <p>May 2026 Representative Director and President of DAIDOH FORWARD LTD. (current)</p>	8,600 shares
<p>Reasons for nomination as a candidate for Director: As Director and Executive Officer of the Company and serving as a head of the Company's retail division, Mr. Kazutoshi Imai carries out an appropriate role in promoting the improvement of management efficiency and profitability of the Real Estate and Leasing Business. He also has a wealth of knowledge and practical experience of management and the clothing business. He currently serves as Representative Director and President of DAIDOH FORWARD LTD. and leads the corporate reform towards realizing the second Medium-term Management Plan announced by the Company on February 27, 2026. Therefore, the Company requests the reelection of Mr. Imai as a Director as he is an indispensable person to increase the medium- to long-term corporate value of the Company and implement and realize the second Medium-term Management Plan.</p>			

Candidate number	Name (date of birth)	Career summary, position and responsibilities at the Company, and significant concurrent occupations or positions at other organizations	Number of shares of the Company held
5	Taise Kuboki (September 11, 1959)	<p>April 1982 Joined World Co., Ltd.</p> <p>June 2005 Executive Officer and Manager of Commodity Business of World Co., Ltd.</p> <p>June 2008 Members of the Board and Managing Executive Officer of World Co., Ltd. President & Representative Director of the Board of World Store Partners Co., Ltd.</p> <p>May 2010 Director, Senior Managing Executive Officer, and Executive General Manager of Sales Headquarters of Adastria Co., Ltd.</p> <p>April 2014 Representative Director and President of Yu-Shin Creation Co., Ltd.</p> <p>July 2016 Representative Director and President of BASE Co., Ltd.</p> <p>January 2019 Established Walls and Bridges Consulting firm LLC. Representative Partner (current)</p> <p>June 2024 External Director of the Company (current)</p> <p>February 2026 Advisor of SAB JAPAN Co., Ltd. (current)</p>	– shares
		<p>Reasons for nomination as a candidate for External Director and expected roles:</p> <p>Having served as a director of several listed apparel companies and EC service companies, Mr. Taise Kuboki has a wealth of experience and knowledge in the business domain of the Company. Based on his practical experience and knowledge of brand management and product planning and design, the Company expects him to contribute to strengthening the supervisory function of the Board of Directors and securing the transparency of the management by giving opinion and advice beneficial to the management of the Company from an independent standpoint.</p> <p>Therefore, the Company requests the reelection of Mr. Kuboki as an External Director as he is an indispensable person to increase the medium- to long-term corporate value of the Company and implement and realize the second Medium-term Management Plan.</p>	

Candidate number	Name (date of birth)	Career summary, position and responsibilities at the Company, and significant concurrent occupations or positions at other organizations	Number of shares of the Company held
6	Michio Osawa (February 2, 1956)	<p>April 1978 Joined Kashiyama Co., Ltd. (currently Onward Holdings Co., Ltd.)</p> <p>March 2006 Executive Officer of Onward Kashiyama Co., Ltd. (currently Onward Holdings Co., Ltd., omitted below)</p> <p>September 2007 Managing Director of Onward Trading Co., Ltd. (currently Onward Corporate Design Co., Ltd., omitted below)</p> <p>March 2009 Representative Director and President of Onward Trading Co., Ltd.</p> <p>September 2012 Managing Executive Officer of Onward Holdings Co., Ltd.</p> <p>March 2015 Representative Director and Chairman of Onward Trading Co., Ltd.</p> <p>September 2015 Representative Director and President of Onward J Bridge Co., Ltd.</p> <p>March 2016 Director and Senior Managing Executive Officer of Onward Kashiyama Co., Ltd. Director and Chairman of Onward Trading Co., Ltd.</p> <p>March 2017 Representative Director and President, and Executive Officer of Onward Kashiyama Co., Ltd.</p> <p>May 2018 Senior Managing Director of Onward Holdings Co., Ltd.</p> <p>May 2019 Representative Senior Managing Director of Onward Holdings Co., Ltd.</p> <p>March 2020 Chairman and Director of Onward Kashiyama Co., Ltd.</p> <p>June 2020 Chairperson of Fashion Industry SCM Promotion Association</p> <p>June 2021 Chairman of Japan Apparel Fashion Industry Council</p> <p>September 2021 Auditor of Taisei Printing Co., Ltd. (current)</p> <p>September 2022 Special Advisor of Across Transport Corp. Special Advisor of Tokyo Nohin Daiko Co., Ltd.</p> <p>June 2024 External Director of the Company (current)</p> <p>October 2025 Special Advisor of FIRST STEP JAPAN CO., LTD. (current)</p>	– shares

	<p>Reasons for nomination as a candidate for External Director and expected roles:</p> <p>Mr. Michio Osawa has held representative director and director positions at a listed apparel company and its affiliated companies, and has extensive experience and achievements in the apparel business and corporate management, as well as a broad range of knowledge and expertise. He is also well versed in the textile and distribution industries in general. The Company expects him to contribute to strengthening the supervisory function of the Board of Directors and securing the transparency of the management from an independent standpoint by giving opinion and advice beneficial to the management of the Company from diverse perspectives taking into consideration the industry structure and business characteristics. Therefore, the Company requests the reelection of Mr. Osawa as an External Director as he is an indispensable person to increase the medium- to long-term corporate value of the Company and implement and realize the second Medium-term Management Plan.</p>
--	---

Candidate number	Name (date of birth)	Career summary, position and responsibilities at the Company, and significant concurrent occupations or positions at other organizations	Number of shares of the Company held
7	Maako Kido (August 28, 1961)	<p>February 1979 Joined Hirofumi Yoshida Office Co., Ltd.</p> <p>April 1997 Member of the Traditional Craft Industries Council, Ministry of Economy, Trade and Industry</p> <p>September 2006 Principal Artist of Gakken Maako Kido Art School (current)</p> <p>April 2007 Member of the Broadcasting Program Advisory Council, TV TOKYO Corporation</p> <p>July 2007 CSR Roundtable Member of Central Nippon Expressway Company Limited</p> <p>October 2007 Advisor of CENTRAL JAPAN INTERNATIONAL AIRPORT COMPANY, LIMITED</p> <p>December 2012 Outside Director of Gakken Holdings Co., Ltd.</p> <p>April 2015 Member of the Broadcast and Human Rights / Other Related Rights Committee, Broadcasting Ethics & Program Improvement Organization</p> <p>June 2017 Director of Incorporated Educational Institution of Tanaka Chiyo Gakuen</p> <p>June 2021 External Corporate Auditor of the Company</p> <p>June 2023 Outside Board Member of CENTRAL JAPAN INTERNATIONAL AIRPORT COMPANY, LIMITED (current)</p> <p>May 2025 Councilor of Incorporated Educational Institution of Tanaka Chiyo Gakuen (current)</p> <p>June 2025 External Director of the Company (current)</p>	– shares
<p>Reasons for nomination as a candidate for External Director and expected roles:</p> <p>Ms. Maako Kido has a broad range of knowledge and experience in management in general as she has served as an external director for multiple companies and a director of an educational institution. Based on diverse perspectives nurtured through these experiences, the Company expects her to contribute to revitalization of discussions at and strengthening the supervisory function of the Board of Directors and securing the transparency of the management by giving opinion and advice beneficial to the management of the Company from an independent standpoint.</p> <p>Therefore, the Company requests the reelection of Ms. Kido as an External Director as she is an indispensable person to increase the medium- to long-term corporate value of the Company and implement and realize the second Medium-term Management Plan.</p>			

- Notes:
1. Mr. Masahiro Yamada concurrently serves as Representative Director and CEO of GEMINI Strategy Group Inc., and the Company has signed a consulting agreement with GEMINI Strategy Group Inc.
 2. No special relationship exists between the Company and the other candidates.
 3. Mr. Taise Kuboki, Mr. Michio Osawa, and Ms. Maako Kido (Maako Yoshida on the family register) are candidates for External Directors.
 4. Mr. Taise Kuboki and Mr. Michio Osawa are currently External Directors of the Company. Each of them will have served as an External Director for two (2) years at the conclusion of this Ordinary General Meeting of Shareholders.
 5. Ms. Maako Kido is currently External Director of the Company. She will have served as an External Director for one (1) year at the conclusion of this Ordinary General Meeting of Shareholders.
 6. The Company's Articles of Incorporation provide that the Company may enter into a contract for limitation of liability with its External Directors. Pursuant to this provision, if Mr. Taise Kuboki, Mr. Michio Osawa, and Ms. Maako Kido assume office as Directors, the Company plans to continue the said contract for limitation of liability with each of them. Under the said contract, the amount of liability for damages is up to the minimum liability amount provided by law.
 7. Mr. Taise Kuboki, Mr. Michio Osawa, and Ms. Maako Kido have been registered as independent directors as set forth by the provisions of Tokyo Stock Exchange, Inc. and Nagoya Stock Exchange, Inc. If their reelection as External Directors is approved, they will continue to be independent directors.
 8. The Company shall enter into a directors and officers liability insurance contract, as stipulated under Article 430-3, Paragraph 1 of the Companies Act, with an insurance company, designating all of its Directors as the insured. The contract shall cover potential compensation for damages, litigation costs, etc. that the insured may incur in the course of performing their duties. Each candidate will be included as the insured under this contract if they assume office. The Company plans to renew the contract with the same terms and conditions at the time of the next renewal.

(Reference) The skill matrix of the Directors and Corporate Auditors, in the event that Item 3 is approved at this Ordinary General Meeting of Shareholders, is as follows:

	Name	Current position at the Company	Knowledge and experience expected of the Directors and Corporate Auditors						
			Company Management Corporate Strategy	Retail, Sales, Marketing	Finance and Accounting	Legal Risk Management	IT Digital	International Experience Overseas Business	ESG, Sustainability, Diversity
Director	Masahiro Yamada	Representative Director, Chairman and Group CEO	●	●	●		●	●	
	Koichiro Naruse	Representative Director, President and Group COO	●	●	●		●	●	
	Keiichi Shirokoda	Director, Senior Executive Officer and Group CFO	●		●	●	●		●
	Kazutoshi Imai	Director and Executive Officer	●	●				●	●
	Taise Kuboki	External Director	●	●			●		
	Michio Osawa	External Director	●	●				●	●
	Maako Kido	External Director				●	●		●
Corporate Auditor	Kiyokazu Naito	Full-time Corporate Auditor	●	●	●	●		●	
	Masakuni Takeda	External Corporate Auditor			●	●	●		●
	Tomoko Shimada	External Corporate Auditor	●		●	●			●

Note: The above contents are not an exhaustive indication of each person's insights and experience.

End