## Directors and Audit & Supervisory Board Members (as of May 18, 2023)

### **Directors**



Yasutsugu Iwamura President and CEO In Charge of Overseas **Business Division** 



Hiroshi Yokoyama Managing Director In Charge of Finance & Accounting



Development Department, the Company May 2009: General Manager of Kanto and Tohoku Development Department, Development Division, the Company Apr 2013: General Manager of Development Management Department. Development Division, the Company May 2016: General Director, AEON MALL VIETNAM CO., LTD.

May 2019: Director, the Company, and General Director, AEON MALL VIFTNAM CO., ITD. Mar 2020: President and CEO, the Company Apr 2021: President and CEO, the Company, and Executive General Manager. Overseas Business Division

Apr 1987: Joined The Chuo Trust and Banking Company, Limited (now

Apr 2004: Manager of Finance Group, Finance & Accounting Group,

Finance & Accounting Division, the Company Apr 2017: General Manager of Development Planning Management Department,

Oct 2000: Manager, Real Estate Investment and Development Department,

The Chuo Mitsui Trust and Banking Company, Limited (now

May 2013: General Manager of Finance & Accounting Management Department,

May 2017: Director, General Manager of Development Planning Management Department, Development Division, the Company

May 2021: Managing Director, General Manager of Finance & Accounting

Apr 2023: Managing Director, in charge of Finance & Accounting Manager.

Sumitomo Mitsui Trust Bank, Limited)

Sumitomo Mitsui Trust Bank, Limited)

Administration Division, the Company Aug 2007: General Manager of Finance & Accounting Department,

Administration Division, the Company

Development Division, the Company

Apr 2004: Joined AEON MALL Co., Ltd.

Apr 2023: President and CEO, the Company, and in charge of Overseas Business Division (to present)

Number of the Company's shares owned

5.710

Senior Managing Director In Charge of Customer Experience (CX) Creation

Motova Okada

Director and Advisor



Mitsuhiro Fujiki

#### Number of the Company's shares owned 11.664

Apr 1985: Joined AEON MALL Co., Ltd. Apr 2011: General Manager of AEON MALL Niihama, the Company Nov 2012: General Manager of AEON MALL Miyazaki, the Company Apr 2013: General Manager of West Japan Business Department, Sales

Division, the Company Sep 2014: General Manager of Chushikoku Business Department, Sales Division, the Company

Feb 2015: Deputy General Manager, Sales Division, the Company Apr 2015: General Manager of Sales Division, the Company May 2015: Director, General Manager of Sales Division, the Company Apr 2017: Director, General Manager of Leasing Division, the Company May 2018: Managing Director, General Manager of Leasing Division, the Company

Apr 2021: Managing Director, Executive General Manager of CX Creation Division, the Company May 2021: Senior Managing Director, Executive General Manager of CX Creation Division, the Company May 2023: Senior Managing Director, CX Creation Manager, the Company

Mar 1979: Joined JUSCO Co., Ltd. (now AEON Co., Ltd.)

May 1995: Senior Managing Director, JUSCO Co., Ltd.

May 2002; Director and Advisor, AEON MALL Co., Ltd. (to present)

Feb 2015:Director and Advisor, AEON Retail Co., Ltd. (to present)

May 2003: Director, President and Representative Executive Officer, AEON

Mar 2012: Director, President and Representative Executive Officer, and

Mar 2020: Director and President and Representative Executive Officer,

(to present)

Number of the Company's shares owned

5,280



Managing Director In Charge of Administration

Mar 2000: General Manager of Personnel & Education Department, Kinki Mar 2001: General Manager of Administration Center, Headquarters, JUSCO Apr 2006: General Manager, Business Support Office, JUSCO Co., Ltd. Sep 2008: General Manager of Personnel Training Department, Kanto Feb 2015: General Manager of General Affairs Department, Administration Apr 2018: General Manager of Administration Division, the Company May 2018: Director, General Manager of Administration Division, the Masahiko Okamoto

Company May 2021: Director, General Manager, Administration Division, the Company Apr 2023: Managing Director, in charge of Administration, the Company (to present)

Division, the Company

Tenure

5 years

Co., Ltd.

Number of the Company's shares owned Tenure 176 New election

Number of the Company's shares owned

4.700

Apr 2000: Joined AEON MALL Co., Ltd. Feb 2012: General Manager, AEON MALL Hubei Province Development

Megamart Division, JUSCO Co., Ltd.

Business Division, JUSCO Co., Ltd.

Company Division, AEON Co., Ltd.

- Department, China Division, the Company Jun 2013: General Manager, AEON MALL Hubei Province Department, China
- Division, the Company Jun 2015: General Manager of Wuhan Jinyintan, AEON MALL (Hubei) Business Management Co., Ltd., the Company
- Oct 2016: General Manager of Wuhan Jingiao, AEON MALL (Wuhan) Business Management Co., Ltd., the Company
- May 2018: President of AEON MALL (Hubei) Business Management Co., Ltd. the Company
- Oct 2020: General Manager, Chushikoku Business Department, Sales Division, the Company

May 2023: Director, in charge of Development, the Company (to present)

Director In Charge of Development



Shinichiro Minami



Introduction

Top Message Basic Approach and Corporate Governance Reform History 72 Corporate Governance Structure 2030 Vision 73 Board of Directors Director Expertise and Experience Board of Directors Operation and Value Evaluation of Board Effectiveness Creation 76 Officer Compensation Operational Status of Each Value Creation Strategy Protection of Minority

- Succession Planning and Cross-Shareholdings
- 80 Risk Management

Skills Matrix

Committee

Shareholders

82 Compliance

77

78

83 Internal Control System

Directors and Audit & Supervisory **Board Members** 

Please refer to P.74 for information on director and auditor skills.

Division, the Company

the Company (to present)

Tenure

6

Please refer to our website for reasons for director and Audit & Supervisory Board member selection.

https://www.aeonmall.com/en/ir/executives.html

Tenure

25

May 1990: Director, JUSCO Co., 1td.

Jun 1997: President, JUSCO Co., Ltd.

May 1998: Director, the Company

Co Itd

Feb 1992: Managing Director, JUSCO Co., Ltd.

Group CEO AEON Co., Ltd.

AFON Co., Ltd. (to present)

Corporate Governance

# Directors and Audit & Supervisory Board Members (as of May 18, 2023)

## **Outside Directors**



Outside Director (Independent) Tenure 3 Number of the Company's shares owned Λ

Kunihiro Koshizuka

- Apr 1981: Joined Konishiroku Photo Industry Co., Ltd. (now KONICA MINOLTA, INC.)
- Apr 2013: Executive Officer, General Manager of Technology Strategy Department and R&D Headquarters, KONICA MINOLTA, INC. Jun 2014: Senior Executive Officer, General Manager of Technology
- Strategy Department and R&D Headquarters, KONICA MINOLTA INC.
- Jun 2015: Director and Senior Executive Officer (CTO), KONICA MINOLTA INC.
- Jun 2019: Senior Technical Advisor, KONICA MINOLTA, INC. Nov 2019: Outside Director, Founder International Inc. (to present) May 2020: Outside Director, AFON MALL Co., Ltd. (to present) Jun 2021: External Director, Tokyu Construction Co., Ltd. (to present) Jun 2022; Outside Director, Will Group, Inc. (to present) Jun 2022:Outside Director, F.C.C. Corporation (to present)



Tenure

New election



Number of the Company's shares owned Apr 1991: Joined JUSCO Co., Ltd. (now AEON Co., Ltd.) May 2007: General Manager, Product Department, Mega Sports Co., Ltd.

- Apr 2010: General Manager, Sales Strategy Department, Mega Sports Co., Ltd. Apr 2014: Management Auditing Office, AEON Group
- Nov 2017: General Manager, Corporate Planning Office, Mega Sports Co., Ltd. May 2020: Director, General Manager, Business Promotion Division and General Manager, Project Promotion Office, Mega Sports Co., Ltd.
- Mar 2021: Director, General Manager, Business Promotion Division, Mega Sports Co., 1 td.
- May 2021: Director in charge of Products and Digitalization, G-FOOT Co., Ltd. Apr 2022: Director, Managing Executive Officer in charge of Sales and Products, G-FOOT Co., Ltd.
- Oct 2022: Director. Managing Executive Officer in charge of Sales and EC. G-FOOT Co., Ltd. Apr 2023: Director, Managing Executive Officer, Assistant to President,
- G-FOOT Co., Ltd.
- May 2023: Full-Time Audit & Supervisory Board Member, the Company



- Apr. 1984: Joined Recruit Co., Ltd. Nov 2005: General Manager, Public Relations, Philips Electronics
- Japan, Itd. Jul 2012: Division Manager, Communications and Public Relations, Janssen Pharmaceutical K.K.
- Jan 2014: Executive Director, Tokyo Electric Power Company Apr 2018: Executive Communications Strategist, Hitachi, Ltd.
- Jun 2018: Outside Director (Audit & Supervisory Committee member). Persol Holdings Co., Ltd. (to present)
- Sep 2018: Outside Director, Joyful Honda Co., Ltd. Apr 2019: Member, Public Relations Strategy Office, Meiji University
- (to present) May 2021: Outside Director, AEON MALL Co., Ltd. (to present) Jun 2022; Outside Director, Japan Post Holdings Company, Ltd.

Nov 2005: Passed the National Bar Examination

Sep 2007: Joined Nozomi Sogo Attorneys at Law

and Welfare (to present)

Co., Ltd. (to present)

Apr 2015:Kanto-Shinetsu Regional Pension Records Correction

Apr 2019: Partner, Nozomi Sogo Attorneys at Law (to present)

May 2019: Outside Audit & Supervisory Board Member, AEON MALL

Council Committee Member, Ministry of Health, Labour

Apr 2006:Legal apprentice

Emi Torii

Outside Member of the Audit and

Supervisory Board (Independent)

Tenure

4

Number of the Company's

shares owned

(to present)



Apr 1983: Joined NFC Corporation Jul 1993: Chief Resident Officer, Cairo Resident Office, the Company Oct 1994: Chief Resident Officer, Bahrain Resident Office, the Company

- Apr 2002: General Manager of China Business Department, Sales
- Division, the Company Jun 2010: President, NEC Turkey (Istanbul)
- Jun 2014: General Manager, Americas and EMEA (NEC)
- Oct 2017: Representative NEC EMEA Region President, NEC Europe (London)
- Apr 2020: Senior Global Business Officer, Global Business Unit (NEC) May 2021: Outside Director, AFON MALL Co., Ltd. (to present)

Apr 1992: Joined Asahi Shinwa & Co. Accounting Firm (current

American Home Assurance Co. 1td)

Dec 2004: General Manager and Controller of Finance & Accounting

Mar 2006: Consolidated Accounting Team Leader, Fast Retailing

Jun 2020: Outside Director (Audit & Supervisory Committee

Member), Fast Fitness Japan, Inc.

Jul 2020: Head of TANABE ACCOUNTING (to present)

Oct 2014: General Manager, Finance Department, HOYA Corporation

Sep 2020: Outside Audit & Supervisory Board Member, TechnoPro

Sept 2022; Outside Director (Audit & Supervisory Board Member).

TechnoPro Holdings, Inc. (to present)

Oct 2020: Outside Audit & Supervisory Board Member, Credit Engine

May 2023: Outside Audit & Supervisory Board Member, the Company

Department, American Home Assurance Company (current

KPMG AZSA LLC)

Co., Ltd.

Holdings, Inc.

Group, Inc.

(to present)

Rumiko Tanabe

Outside Member of the Audit and

Supervisory Board (Independent)

Tenure

New election

Number of the Company's

shares owned



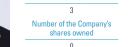
Apr 1989: Joined NIPPON TELEGRAPH AND TELEPHONE CORPORATION (now NTT Communications Corporation) Aug 2001:People Analytics Research Laboratory, Recruit Group

- Co., Ltd. Apr 2009: Executive Director, Recruit Management Solutions Co., Ltd. Apr 2013: Executive Director, Recruit Career Co., Ltd.
- Jul 2016 Fellow Recruit Career Co. 1td.
- Jul 2016: Advisor, Tokyo Ichiban Foods Co., Ltd. (to present) Apr 2017: Human Resources Professional Contractor, Hitachi, Ltd. (to present)
- Jun 2020: Outside Director, Arbeit-Times Co., Ltd. (to present) May 2021: Outside Director, AFON MALL Co., Ltd. (to present) Jan 2023: Outside Director, H.I.S. Co., Ltd. (to present)



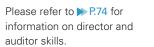
- Apr 1990: Joined OBIX Corporation Oct 1997: Joined Asahi & Co. (now KPMG AZSA LLC)
- Jun 2018: General Manager of Global strategies Department, Suminoe Textile Co., Ltd.
- Aug 2019: General Manager of Global strategies Department and General Manager of Management Planning Department,
- Suminoe Textile Co., 1 td. Feb 2021: Representative, Taki CPA Office (to present)
- May 2022: Outside Director, AEON MALL Co., Ltd. (to present)
- Jun 2022: Outside Audit & Supervisory Board Member, Nitta Gelatin Inc. (to present)
- Jun. 2022: Outside Director, NIHON KAGAKU SANGYO CO., ITD. (to present)

### Masato Nishimatsu Audit & Supervisory Board Member Tenure



Mar 1978: Joined JUSCO Co., Ltd. (now AEON Co., Ltd.) May 2000: Director, JUSCO Co., Ltd.

- Dec 2001: Acting Trustee for Business, MYCAL Corp. (now AEON Retail Co., Ltd.)
- Mar 2007: Finance & Accounting Officer, AEON Group
- May 2007 Vice President AFON Group May 2007: Audit & Supervisory Board Member, AEON MALL Co., Ltd.
- Aug 2008: Vice President, Responsible for Group Accounting and Affiliated Companies, AEON Co., Ltd.
- Mar 2013: Director, Senior Managing Director and in charge of Business Management, AEON Retail Co., Ltd.
- Feb 2015: Director, Senior Managing Director and in charge of the Financial Units and the Corporate Planning, The Daiei, Inc.
- Mar 2016: Executive Officer, Senior Chief Officer of Business Management, AFON Co. Ltd.
- Mar 2017: Executive Vice President and Representative Director, and in charge of Administration, AEON Retail Co., Ltd.
- May 2018: Audit & Supervisory Board Member, AEON HOKKAIDO Corp. (to present) Mar 2020: Advisor, AEON Co., Ltd. (to present)
- May 2020: Audit & Supervisory Board Member, AEON Delight Co., Ltd. (to present) May 2020: Audit & Supervisory Board Member, AEON MALL Co., Ltd. (to present) Mar 2022: Corporate Auditor at Fuji Co., Ltd. (to present)



Please refer to our website for reasons for director and Audit & Supervisory Board member selection

#### https://www.aeonmall.

com/en/ir/executives.html

Corporate Governance

Introduction

70	Corporate Governance		Top Message
71	Basic Approach and Corporate Governance Reform History		ssage
72	Corporate Governance Structure		2030 Vision
73	Board of Directors		
74	Director Expertise and Experience Skills Matrix		on
75	Board of Directors Operation and Evaluation of Board Effectiveness		Value
76	Officer Compensation		Value Creation
77	Operational Status of Each Committee		on
78	Protection of Minority Shareholders		Value Creation Strategy
79	Succession Planning and Cross-Shareholdings		reation y
80	Risk Management		
82	Compliance		Corporate Governance
83	Internal Control System		ince

- 83 Internal Control System
- Directors and Audit & Supervisory Board Members