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(Stock Exchange Code 8029)

March 7, 2025

(Materials provided electronically from March 5, 2025)

To Shareholders with Voting Rights:

Kazuhiro Tada
President and Representative Director
LOOK HOLDINGS INCORPORATED
8-5-30 Akasaka, Minato-ku, Tokyo

**NOTICE OF
THE 63rd ORDINARY GENERAL MEETING OF SHAREHOLDERS**

Dear Shareholders:

We would like to express our appreciation for your continued support and patronage.

You are hereby notified of the 63rd Ordinary General Meeting of Shareholders of LOOK HOLDINGS INCORPORATED (the “Company”). The meeting will be held for the purposes described below.

For this General Meeting of Shareholders, we have taken measures for the electronic provision of the information contained in the Reference Documents for the General Meeting of Shareholders, etc. (items to be provided electronically). This information has been posted as “NOTICE OF THE 63rd ORDINARY GENERAL MEETING OF SHAREHOLDERS” on the Company’s internet website. Please access the website shown below to view the information.

The Company’s website: <https://www.look-holdings.jp/irinfo/kabushiki/meeting/> (in Japanese)

The items to be provided electronically are also posted on the website of the Tokyo Stock Exchange. Please access the website below (Tokyo Stock Exchange Listed Company Search), search by entering the issue name (company name) or the stock exchange code “8029,” and select “Basic information” then “Documents for public inspection / PR information” to view the information.

Tokyo Stock Exchange website (Listed Company Search):

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

If you are not attending the meeting, you can exercise your voting rights by mail or via the internet, etc. Please review this notice and the Reference Documents for the General Meeting of Shareholders, posted among the items to be provided electronically, and exercise your voting rights no later than 5:00 p.m. (Japan time) on Thursday, March 27, 2025.

- 1. Date and Time:** Friday, March 28, 2025 at 10:00 a.m. Japan time
- 2. Place:** Hanautage Room, 2F, HOTEL GAJOEN TOKYO located at
1 Chome-8-1 Shimomeguro Meguro-ku, Tokyo, Japan
- 3. Meeting Agenda:**
- Matters to be reported:**
1. The Business Report, Consolidated Financial Statements for the Company's 63rd Fiscal Year (January 1, 2024 - December 31, 2024) and results of audits by the Accounting Auditor and the Board of Auditors of the Consolidated Financial Statements
 2. Non-consolidated Financial Statements for the Company's 63rd Fiscal Year (January 1, 2024 - December 31, 2024)
- Proposals to be resolved:**
- Proposal 1:** Appropriation of Surplus
- Proposal 2:** Election of Five (5) Directors
- 4. Exercise of Voting Rights**
- (Treatment of multiple exercises of voting rights)**
- (1) If voting rights are exercised redundantly through both mail and the internet, etc., the vote received via the internet, etc. will be considered a valid vote.
 - (2) When exercising voting rights via the internet, etc. multiple times, the last vote will be considered the valid vote.
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- ⊙ When attending the meeting, please submit the enclosed Voting Rights Exercise Form at the reception desk.
- ⊙ At this General Meeting of Shareholders, a document stating the items to be provided electronically will be sent without exception, regardless of whether or not a shareholder requests a paper copy. Of the items to be provided electronically, the following items are not included in this paper copy, in accordance with the provisions of laws and regulations as well as the Company's Articles of Incorporation. The Auditors and the Accounting Auditor have audited the documents subject to audit, including the following items.
- "Major business segments of the corporate group," "Major business sites of the corporate group," "Employees of the corporate group," "Major lenders and outstanding loans," "Share acquisition rights of the company," "Summary of liability limitation agreements," "Summary of the Directors and Officers liability insurance contract," "Status of the Accounting Auditor," "Systems for ensuring the appropriateness of business and the overview of the operating status of said systems," and "Basic policy on the control of the company" in the Business Report
 - "Notes to Consolidated Financial Statements" in the Consolidated Financial Statements
 - "Non-consolidated Balance Sheets," "Non-consolidated Statements of Income" and "Notes to Non-consolidated Financial Statements" in the Non-consolidated Financial Statements
- ⊙ Information contained in the Reference Documents for the General Meeting of Shareholders, including the items above, is posted on the websites shown on the previous page.
- ⊙ Should the items provided electronically require revisions, the revised versions will be shown on each website on which the items are posted.

Reference Documents for the General Meeting of Shareholders

Proposals and References

Proposal 1: Appropriation of Surplus

The basic policy of the Company is to distribute profits while considering the state of revenue as we endeavor to strengthen our financial structure and enhance internal reserves to facilitate proactive business development.

Based on this policy, the Company proposes that year-end dividends for the year under review be provided as detailed below.

(1) Type of dividend property

Cash

(2) Items related to the allocation of dividend property to shareholders and its total amount

100 yen per share of common stock of the Company

Total of 776,023,500 yen

(3) Date the distribution of surplus comes into effect

March 31, 2025

Proposal 2: Election of Five (5) Directors

The terms of office of all five (5) Directors will expire at the conclusion of this General Meeting of Shareholders. Accordingly, the election of five (5) Directors is proposed.

The candidates for Director are as follows:

No.	Name	Current positions and responsibilities at the Company		Attendance at the Board of Directors meetings
1	Kazuhiro Tada	President and Representative Director	[Reappointment]	100% (13 out of 13)
2	Haruo Shibuya	Senior Managing Director	[Reappointment]	100% (13 out of 13)
3	Masaaki Saito	Managing Director	[Reappointment]	100% (13 out of 13)
4	Kazunori Inoue	Director	[Reappointment] [External] [Independent]	100% (13 out of 13)
5	Ayako Akiba	Director	[Reappointment] [External] [Independent]	100% (13 out of 13)

No.	Name (Date of birth)	Career summary, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
1	[Reappointment] Kazuhiro Tada (January 2, 1965)	March 1988 Joined the Company March 2013 Director and Operating Officer, General Manager of Boutique Division, the Company March 2013 Director, I.D. LOOK LTD. (to present) March 2015 President and Representative Director, the Company (to present) February 2017 President and Representative Director, LOOK Split Preparation Company (currently LOOK INC.) July 2019 Director, Il Bisonte S.p.A. (to present) [Significant concurrent positions] Director, I.D. LOOK LTD. Director, Il Bisonte S.p.A.	85,363
[Reason for nomination as a candidate for Director] Having served as President and Representative Director of the Company since 2015, Mr. Kazuhiro Tada has promoted efforts to grow the Group including enhancing revenue of existing businesses and developing new businesses, and contributed to the enhancement of its corporate value. The Company has continued to nominate him as a candidate for Director because it believes he has appropriately served in his role in providing decisions on important matters and supervising the business execution of the Group, and will continue to contribute to the sustainable growth and further enhancement of the corporate value of the Group.			
2	[Reappointment] Haruo Shibuya (December 18, 1964)	March 1987 Joined the Company January 2018 Managing Director and General Manager of Operational Headquarters, LOOK INC. January 2019 President and Representative Director and General Manager of Operational Headquarters, LOOK INC. March 2019 Director, the Company January 2020 Managing Director, the Company March 2020 Director, I.D. LOOK LTD. (to present) March 2020 Director, Il Bisonte S.p.A. (to present) March 2024 Senior Managing Director, the Company (to present) [Significant concurrent positions] Director, I.D. LOOK LTD. Director, Il Bisonte S.p.A.	35,106
[Reason for nomination as a candidate for Director] Having held important positions in sales departments, Mr. Haruo Shibuya has extensive experience and achievements as Managing Director and General Manager of Operational Headquarters of LOOK INC. from January 2018 and the President and Representative Director and General Manager of Operational Headquarters of the same company from January 2019. The Company has continued to nominate him as a candidate for Director because it believes that he will utilize his extensive experience and achievements in the overall management of the Group, and contribute to the sustainable growth and further enhancement of corporate value.			

No.	Name (Date of birth)	Career summary, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
3	<p>[Reappointment]</p> <p>Masaaki Saito (April 3, 1969)</p>	<p>March 1992 Joined the Company</p> <p>March 2017 Director and Operating Officer, General Manager of Management Planning Department, General Manager of Sales Personnel Division, the Company</p> <p>January 2018 Director, LOOK INC. (to present)</p> <p>January 2018 Director, A.P.C. Japan Ltd. (to present)</p> <p>March 2018 Director, I.D. LOOK LTD. (to present)</p> <p>July 2019 Chairman, Il Bisonte S.p.A. (to present)</p> <p>January 2020 Director and Senior Operating Officer in charge of Accounting & Finance, the Company</p> <p>January 2022 Director and Senior Operating Officer in charge of Accounting & Finance, General Manager of Accounting & Finance Division, the Company</p> <p>January 2022 Director, LOOK MODE INC. (to present)</p> <p>January 2022 Director, L. LOGISTICS INC. (to present)</p> <p>January 2023 Director and Senior Operating Officer in charge of Accounting & Finance, the Company</p> <p>March 2024 Managing Director, the Company (to present)</p> <p>[Significant concurrent positions] Director, LOOK INC. Director, A.P.C. Japan Ltd. Director, LOOK MODE INC. Director, L. LOGISTICS INC. Director, I.D. LOOK LTD. Chairman, Il Bisonte S.p.A.</p>	22,274
<p>[Reason for nomination as a candidate for Director]</p> <p>Having engaged in sales departments and the Management Planning department, Mr. Masaaki Saito has extensive experience and achievements including the formulation of management strategies for the Group as Director and General Manager of Management Planning Department from 2017, serving concurrently in important positions in other companies of the Group, and taking care of Accounting & Finance from 2020. The Company has continued to nominate him as a candidate for Director because it believes that he will continue to utilize his experience and achievements in the overall management of the Group, and contribute to the sustainable growth and further enhancement of corporate value.</p>			

No.	Name (Date of birth)	Career summary, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
4	[Reappointment] [External] [Independent] Kazunori Inoue (December 27, 1958)	April 1983 Joined Itoman Corporation (currently MN Inter-Fashion Ltd.) February 2005 Representative Director, Tokyo Blouse Inc. June 2005 Outside Director, Hotta Sangyo K.K. (currently Marusho hotta Co., Ltd.) August 2006 Representative Director, Alps Kawamura Co., Ltd. July 2007 Representative Director, TK Consulting Inc. (currently LEADERS, Inc.) (to present) November 2011 Director, Dateya Co., Ltd. (to present) April 2012 Professor, Bunka Fashion Graduate University, Bunka Gakuen March 2018 Director, the Company (to present) [Significant concurrent positions] Representative Director, LEADERS, Inc. Director, Dateya Co., Ltd.	0
[Reason for nomination as a candidate for External Director and outline of expected roles] Having served for many years in the textile and apparel/fashion business, Mr. Kazunori Inoue has broad knowledge and insight. He has utilized these in the overall management of the Company as External Director of the Company and has provided opinions and advice from the independent position to enhance the adequacy and appropriateness of the decision-making of the Company's Board of Directors. The Company has continued to nominate him as a candidate for External Director because it expects him to utilize his knowledge and insight in the overall management of the Company and provide supervision, opinions and advice from the independent position. The term of office of Mr. Kazunori Inoue as External Director of the Company will be seven years at the conclusion of this General Meeting of Shareholders. If he is reappointed and assumes office, he will continue to be involved in procedures related to the nomination and compensation of Directors as a member of the Nomination and Compensation Committee.			
5	[Reappointment] [External] [Independent] Ayako Akiba (May 31, 1988)	March 2016 Obtained a medical license April 2016 Tokyo Saiseikai Central Hospital, Tokyo Saiseikai, Social Welfare Organization Saiseikai Imperial Gift Foundation, Inc. April 2018 Division of Orthopedic Surgery, Keio University Hospital April 2019 Department of Orthopedics, Kawasaki Municipal Ida Hospital April 2020 Department of Orthopedics, International University of Health and Welfare, Mita Hospital February 2021 Division of Orthopaedic Surgery, National Center for Child Health and Development March 2022 Director, the Company (to present) April 2022 Division of Orthopedic Surgery, Keio University Hospital (to present) April 2022 Doctoral Course, Keio University School of Medicine (to present) [Significant concurrent positions] Doctor, Division of Orthopedic Surgery, Keio University Hospital	0
[Reason for nomination as a candidate for External Director and outline of expected roles, etc.] Ms. Ayako Akiba has deep knowledge as a working woman. It is important to bring a woman's perspective to management strategies because most of our customers are women. The Company has continued to nominate her as a candidate for External Director because it expects her to provide opinions and advice from a new perspective that is different from perspectives of other Directors who have deep knowledge of our business and industry. The term of office of Ms. Ayako Akiba as External Director of the Company will be three years at the conclusion of this General Meeting of Shareholders. If she is reappointed and assumes office, she will continue to be involved in procedures related to the nomination and compensation of Directors as a member of the Nomination and Compensation Committee.			

- (Notes)
1. There is no special interest between each candidate for Director and the Company.
 2. Two candidates for Director, Mr. Kazunori Inoue and Ms. Ayako Akiba, are candidates for External Director. The Company has designated them as Independent Directors as set forth by Rule 436-2 of the Securities Listing Regulations of the Tokyo Stock Exchange, Inc. and notified the Exchange to that effect. If they are reelected as Director and assume that position, they will continue to be Independent Directors.
 3. In accordance with Article 427, Paragraph 1 of the Companies Act and the Articles of Incorporation, the candidates for Director, Mr. Kazunori Inoue and Ms. Ayako Akiba, have entered into agreements with the Company under which their liability for damages stipulated in Article 423, Paragraph 1 of the Companies Act shall be limited to the minimum amount

provided for in laws and regulations. If they are reelected as Director and assume this position, the Company plans to continue the above-mentioned liability limitation agreements.

4. The number of shares of the Company held includes those held in the name of the Board Members' Shareholding Association.
5. The Company has entered into a Directors and Officers liability insurance contract provided for in Article 430-3, Paragraph 1 of the Companies Act with an insurance company. If insured Directors are held liable for execution of their duties or receive a claim regarding the pursuance of their liability, the damage that may arise will be covered by the contract. If each candidate is appointed as a Director, they will be insured by the said insurance contract, and the Company plans to renew the said insurance contract at the time of next renewal during their terms of office.

(Reference) Skills matrix of candidates for Director

The skills matrix of candidates for Director is shown below.

Name	Positions and responsibilities	Company management/ Corporate strategy	Internationality/ Overseas business	Brand business/ Marketing	Finance/ Accounting	IT/ Digital	Governance/ Risk management	Sustainability/ Diversity
Kazuhiro Tada	President and Representative Director	○	○	○	○		○	○
Haruo Shibuya	Senior Managing Director	○	○	○		○	○	○
Masaaki Saito	Managing Director	○	○		○	○	○	○
Kazunori Inoue	External Director	○		○			○	
Ayako Akiba	External Director			○				○

*The items listed above do not represent all of the knowledge and insight possessed by Directors.