



March 24, 2023

Notice Concerning Changes in Directors, Executive Officers and Organization

UNITED ARROWS LTD. (the Company) hereby announces that the Board of Directors meeting held on March 24, 2023 resolved to revise its corporate management framework and decided to implement the following framework of Directors and Executive Officers, effective April 1, 2023. Simultaneously, the Company has decided on organizational reform. Current Title is listed only where changes have been made.

1. Director Framework

New Title	Name	Current Title
Representative Director, President and CEO	Yoshinori Matsuzaki	
Director, Executive Vice President and COO	Tatsuya Kimura	
Director, Executive Managing Officer	Hiroyuki Higashi	Director, Executive Managing Officer and CHRO
Outside Director, Audit and Supervisory Committee Member	Y u k a r i S a k a i	
Outside Director, Audit and Supervisory Committee Member	Yusaku Kurahashi	
Outside Director, Audit and Supervisory Committee Member	S h i h o T a k a n o	

2. Executive Officer Framework

New Title	Name	Current Title
Executive Officer, CFO General Manager of Administration Div.	Takeo Nakazawa	
Executive Officer, CCO (*1)	Shinya Matsumoto	
Executive Officer, CCO (*2) <u>General Manager, Sales Div.</u>	Hisashi Takayama	Executive Officer, CCO
Executive Officer, CMO (*3) <u>Manager, New Business Development Office</u>	Kazuyasu Tanaka	Executive Officer, CMO
Executive Officer, CDO (*4) <u>General Manager, OMO Div.</u>	Yoshiaki Fujihara	Executive Officer, CDO <u>General Manager, Marketing Div.</u>
Executive Officer, CIO (*5) General Manager, IT Solution Div. and Department Manager, IT Service Platform Dept.	Yuji Suzumura	General Manager, IT Solution Div. and Department Manager, IT Service Platform Dept.
Executive Officer, CSO (*6) General Manager, Corporate Strategy Div.	S a t o s h i T a n	Executive Officer, CSO General Manager, Corporate Strategy Div. <u>and Department Manager, Corporate Planning Dept.</u>
Executive Officer, CHRO (*7) General Manager, Human Resources Div.	Mariko Yamasaki	General Manager, Human Resources Div. <u>and Department Manager, Human Resources Dept.</u>

(*1) CCO: Chief Creative Officer

(*2) CCO: Chief Customer Officer

(*3) CMO: Chief Merchandising Officer

(*4) CDO: Chief Digital Officer

(*5) CIO: Chief Information Officer

(*6) CSO: Chief Sustainability Officer

(*7) CHRO: Chief Human Resource Officer

3. Organizational reform

Approximately one year has passed since the Company implemented a drastic organizational reform from the former business unit system to the functional division system on April 1, 2022. For the primary purpose of correcting issues that have emerged from the functional division system, the Company has decided on the following organizational reform from (1) to (7).

- (1) Abolition of the Group system
While the functional division system will remain in place, the Group system, comprised of the three groups: The CX GROUP, the CREATIVE GROUP, and the DX GROUP, will be abolished and reorganized to a structure that will enable faster decision-making.
- (2) Reorganization of sales divisions
With the aim offering more support to our stores, the United Arrows Sales Div., Beauty & Youth Sales Div. and Green Label Relaxing Sales Div. will be reorganized to the United Arrows Dept., the Beauty & Youth Dept. and the Green Label Relaxing Dept. directly under the Sales Div. Additionally, the sales strategy function of each division will be integrated into one department to standardize business processes. The Store Operation Center will be renamed the Store Support Dept.
- (3) Elevation of CITEN Section to department
The CITEN Section in the Small Business Unit Dept. under the Brand Business Div. will be changed to the CITEN Dept. for medium-term growth expansion, including opening physical stores.
- (4) Elevation of Outlet Dept. to division
The Outlet Dept. under the Supply Chain Management Div. will be separated as the Outlet Div. due to the increased importance of outlet-specific merchandise and the promotion of sustainability strategies.
- (5) Change to the name of the Marketing Div. and Digital Commerce Dept.
In order to double down on medium-term OMO strategy, the Marketing Div. will be renamed the OMO Div. Simultaneously, the Digital Commerce Dept. will be renamed the E-Commerce Dept.
- (6) Transfer and elevation to department with store development function
The store development function of the Store Operation Center will be transferred to the Corporate Strategy Div. as the Store Development Dept. to advance medium-term store opening strategy from a corporate perspective.
- (7) Division, transfer, etc. of functions of Research and Development Center
The license and new business development function and the fashion marketing function that the Research and Development Center is responsible for will be divided. The license and new business development function will be transferred as the New Business Development Office to the department that directly reports to the President, thereby reinforcing new, medium-term business development. The fashion marketing function will be transferred to the Men's Merchandising Div. and the Women's Merchandising Div.

