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(Securities Code: 2791)

August 1, 2023

(Start date of measures for electronic provision: July 25, 2023)

To our shareholders:

Shoji Oga,
Representative Director and President
DAIKOKUTENBUSSAN CO., LTD.
297-1, Nishinakashinden, Kurashiki-shi,
Okayama

Notice of the 37th Annual General Meeting of Shareholders

We are pleased to announce the 37th Annual General Meeting of Shareholders of DAIKOKUTENBUSSAN CO., LTD. (the “Company”), which will be held as indicated below.

When convening this general meeting of shareholders, the Company takes measures for providing in electronic format the information that constitutes the content of reference documents for the shareholders meeting, etc. (matters for which measures for providing information in electronic format are to be taken). This information is posted on each of the following websites, so please access either of those websites to confirm the information.

The Company’s website (IR information):

<https://www.e-dkt.co.jp/ir/> (in Japanese)

TSE website (Listed Company Search):

<https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show> (in Japanese)

Access the TSE website by using the internet address shown above, enter the Company’s name in “Issue name (company name)” or the Company’s securities code in “Code,” and click “Search.” Then, click “Basic information” and select “Documents for public inspection/PR information.” Under “Filed information available for public inspection,” click “Click here for access” under “[Notice of General Shareholders Meeting /Informational Materials for a General Shareholders Meeting].”

Website for posting informational materials for the general meeting of shareholders:

<https://d.sokai.jp/2791/teiji/> (in Japanese)

Instead of attending the meeting in person, you may exercise your voting rights via the Internet or in writing (via postal mail). Please review the attached Reference Documents for the General Meeting of Shareholders and exercise your voting rights by following the instructions provided hereafter by 5:00 p.m. on Tuesday, August 22, 2023 (JST) (Japanese only).

1. **Date and Time:** Wednesday, August 23, 2023, at 10:00 a.m. (JST)
2. **Venue:** Emerald Hall, Kurashiki Ivy Square
7-2, Hommachi, Kurashiki-shi, Okayama

3. **Purpose of the Meeting**

Matters to be reported

1. The Business Report and the Consolidated Financial Statements for the 37th term (from June 1, 2022 to May 31, 2023), and the results of audit of the Consolidated Financial Statements by the Accounting Auditor and the Audit & Supervisory Board
2. Non-consolidated Financial Statements for the 37th term (from June 1, 2022 to May 31, 2023)

Matters to be resolved

- Proposal No. 1:** Appropriation of Surplus
Proposal No. 2: Election of Eight Directors
Proposal No. 3: Election of Two Audit & Supervisory Board Members
Proposal No. 4: Election of One Substitute Audit & Supervisory Board Member

- For those attending the meeting on the day, please submit the enclosed voting form at the reception desk.
- In accordance with the provisions of laws and regulations and Article 15, Paragraph 2 of the Company's Articles of Incorporation, the following matters are excluded from the paper-based documents delivered to shareholders who have made a request for delivery of such documents. Accordingly, the Consolidated Financial Statements and Non-consolidated Financial Statements included in this document are part of the Consolidated Financial Statements and Non-consolidated Financial Statements that the Accounting Auditor and Audit & Supervisory Board Members audited to prepare their respective Audit Reports.
 - Notes to Consolidated Financial Statements of the Consolidated Financial Statements
 - Notes to Non-consolidated Financial Statements of the Non-consolidated Financial Statements
- If revisions to the matters subject to measures for electronic provision arise, the details of the revisions will be posted on each of the websites listed on the previous page.

Reference Documents for the General Meeting of Shareholders

Proposal No. 1: Appropriation of Surplus

Concerning the appropriation of surplus, the Company proposes the following.

1. Matters concerning year-end dividends

The Company considers the return of profits to shareholders as its most important management issue. Its basic policy in relation to dividends is to distribute profits in an ongoing and stable manner in accordance with business performance, while also securing the internal reserves required for future business development and the strengthening of management foundations.

For the year-end dividend for the fiscal year under review, the Company proposes an ordinary dividend of ¥29 per share, in accordance with the above basic policy.

(1) Type of dividend property

Cash

(2) Allotment of dividend property and their aggregate amount

¥29 per common share of the Company

Total payment: ¥403,933,141

(3) Effective date of dividends of surplus

August 24, 2023

2. Other matters regarding appropriation of surplus

The Company proposes the following in relation to internal reserves in order to prepare for future expansion of the scope of the Company's businesses and the further strengthening of management foundations.

(1) Surplus item to increase and its amount

General reserve	¥3,500,000,000
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(2) Surplus item to decrease and its amount

Retained earnings brought forward	¥3,500,000,000
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Proposal No. 2: Election of Eight Directors

The terms of office of all nine incumbent Directors will expire at the conclusion of this General Meeting of Shareholders. Accordingly, the Company proposes the election of eight Directors, a reduction of one Director to enable the Board of Directors to make strategic and dynamic decisions.

The candidates for Director are as follows:

Candidate No.	Name (Date of birth)	Career summary, position, responsibility and significant concurrent positions	Number of the Company's shares owned
1	[Reelection] Shoji Oga (September 30, 1956)	<p>Apr. 1974 Joined Fujitoku Bussan Co., Ltd.</p> <p>Apr. 1980 Joined Kinoshin Co., Ltd.</p> <p>June 1986 Established Kurashiki Kinoshin Ltd. Representative Director and President of Kurashiki Kinoshin Ltd.</p> <p>June 1993 Reorganized into DAIKOKUTENBUSSAN CO., LTD. Representative Director and President (current position)</p> <p>Feb. 2006 Representative Director of Ebisuten Co., Ltd. (current position)</p> <p>June 2012 Representative Director of Nishigen Company (current position)</p> <p>Dec. 2016 Representative Director of Setouchi Maple Farm Company (current position)</p> <p>June 2018 Representative Director and Chairman of Oda Shoten Co., Ltd. (current position)</p> <p>Dec. 2018 Representative Director and Chairman of Mammy's Co., Ltd. (current position)</p> <p>[Significant concurrent positions] Representative Director of Nishigen Company Representative Director of Setouchi Maple Farm Company Representative Director and Chairman of Oda Shoten Co., Ltd. Representative Director and Chairman of Mammy's Co., Ltd. Representative Director of Ebisuten Co., Ltd. Representative Director of Daikokuten Scholarship Foundation</p>	5,648,000
		<p>[Reasons for nomination as candidate for Director] Shoji Oga is the founder of the Company and has demonstrated his skill as a senior executive over many years, appropriately directing and supervising management and thus contributing to the Company's growth. In addition, he also possesses abundant experience from his career to date, as well as knowledge and capabilities related to all aspects of management. In view of the above, the Company has judged that he is an appropriate person to enhance corporate value in a sustainable manner and has therefore nominated him as a candidate for Director.</p>	

Candidate No.	Name (Date of birth)	Career summary, position, responsibility and significant concurrent positions	Number of the Company's shares owned
2	[Reelection] Masahiko Oga (April 18, 1982)	<p>Apr. 2007 Joined IINA DINING Co., LTD.</p> <p>Apr. 2010 Joined the Company</p> <p>Jan. 2014 Executive Secretary and Manager of Delicatessen Department</p> <p>May 2015 Executive Secretary and Head of Blue Ocean Strategy Office</p> <p>Aug. 2016 Managing Director, Executive Secretary, and Head of Blue Ocean Strategy Office</p> <p>Nov. 2016 Managing Director, Executive Secretary, Head of Blue Ocean Strategy Office, and General Manager of Pizza Department</p> <p>Aug. 2018 Managing Director, Executive Secretary, and Head of Blue Ocean Strategy Office</p> <p>Aug. 2019 Managing Director, Executive Secretary, and General Manager of Blue Ocean Product Development Department</p> <p>Aug. 2020 Director and Vice President, Executive Secretary, and General Manager of Blue Ocean Product Development Department</p> <p>Feb. 2023 Director and Vice President, General Manager of Product Division, General Manager of Blue Ocean Product Development Department, and General Manager of Sales Strategy Department (current position)</p>	720,000
		<p>[Reasons for nomination as candidate for Director]</p> <p>Masahiko Oga assumed office as Director of the Company in August 2016, and he has fulfilled his roles and responsibilities while engaging in the management of the Company. In addition, he also possesses abundant work experience and advanced knowledge from his service as General Manager of the Blue Ocean Product Development Department, etc. In view of the above, the Company has judged that he is an appropriate person to enhance corporate value in a sustainable manner and has therefore nominated him as a candidate for Director.</p>	

Candidate No.	Name (Date of birth)	Career summary, position, responsibility and significant concurrent positions	Number of the Company's shares owned
3	[Reelection] Masashi Omura (August 7, 1966)	Apr. 2011 Joined the Company	2,000
		June 2011 General Manager of General Affairs Department	
		Aug. 2014 General Manager of General Affairs Department and General Manager of Product Management Department	
		Aug. 2016 Director, General Manager of Store Operation Department, and General Manager of Product Management Department	
		Aug. 2018 Director, General Manager of Product Management Department, and General Manager of Store Development Department	
		Apr. 2019 Director, Head of Management Strategy Office, General Manager of Sales Strategy Department, General Manager of Product Management Department, Head of Management Planning Office, and General Manager of Store Development Department	
		Aug. 2019 Senior Managing Director, Head of Management Strategy Office, General Manager of Sales Strategy Department, General Manager of Product Management Department, Head of Management Planning Office, and General Manager of Store Development Department	
		Feb. 2020 Senior Managing Director, Head of Management Strategy Office, General Manager of Sales Strategy Department, Head of Management Planning Office, and General Manager of Store Development Department	
		Oct. 2021 Senior Managing Director, Head of Management Strategy Office, General Manager of Sales Strategy Department, and General Manager of Store Development Department	
		Oct. 2022 Senior Managing Director, Head of Management Strategy Office, and General Manager of Store Development Department (current position)	
[Significant concurrent positions] Director and President of Ebisuten Co., Ltd.			
[Reasons for nomination as candidate for Director] Masashi Omura assumed office as Director of the Company in August 2016, and he has fulfilled his roles and responsibilities while engaging in the management of the Company. In addition, he also possesses abundant work experience and advanced knowledge gained from his service in the Administrative Division, along with his engagement in general affairs and product management. In view of the above, the Company has judged that he is an appropriate person to enhance corporate value in a sustainable manner and has therefore nominated him as a candidate for Director.			

Candidate No.	Name (Date of birth)	Career summary, position, responsibility and significant concurrent positions	Number of the Company's shares owned
4	[Reelection] Yoichi Namba (April 8, 1966)	<p>Sept. 2007 Joined the Company</p> <p>Jan. 2008 Manager of Accounting Section of Accounting Department</p> <p>Aug. 2008 Deputy General Manager of Accounting Department</p> <p>Aug. 2014 General Manager of Accounting Department</p> <p>Aug. 2020 Director and General Manager of Accounting Department</p> <p>Aug. 2022 Director, General Manager of Accounting Department, and in charge of Administrative Division (current position)</p>	–
		<p>[Reasons for nomination as candidate for Director]</p> <p>Yoichi Namba assumed office as Director of the Company in August 2020, and he has fulfilled his roles and responsibilities while engaging in the management of the Company. In addition, he also possesses abundant work experience and advanced knowledge gained from his service as General Manager of the Accounting Department, among others. In view of the above, the Company has judged that he is an appropriate person to enhance corporate value in a sustainable manner and has therefore nominated him as a candidate for Director.</p>	
5	[Reelection] Hiroshi Inoue (September 1, 1956)	<p>Apr. 2007 Joined the Company</p> <p> Deputy Head of Information System Office</p> <p>June 2009 Head of Information System Office</p> <p>Aug. 2021 Director and Head of Information System Office (current position)</p>	1,700
		<p>[Reasons for nomination as candidate for Director]</p> <p>Hiroshi Inoue assumed office as Director of the Company in August 2021, and he has fulfilled his roles and responsibilities while engaging in the management of the Company. In addition, he also possesses abundant experience and advanced knowledge from his service as Head of Information System Office, among others. In view of the above, the Company has judged that he is an appropriate person to enhance corporate value in a sustainable manner and has therefore nominated him as a candidate for Director.</p>	
6	[New election] Yuki Oga (October 1, 1983)	<p>Aug. 2011 Joined the Company</p> <p>June 2018 Manager of Management Planning Office</p> <p>Oct. 2021 Head of Management Planning Office (current position)</p>	480,000
		<p>[Reasons for nomination as candidate for Director]</p> <p>Yuki Oga has fulfilled his roles and responsibilities as Head of Management Planning Office since October 2021. In addition, he also possesses abundant business experience and advanced knowledge. In view of the above, the Company has judged that he is an appropriate person to enhance corporate value in a sustainable manner and has therefore nominated him as a candidate for Director.</p>	

Candidate No.	Name (Date of birth)	Career summary, position, responsibility and significant concurrent positions	Number of the Company's shares owned
7	[Reelection] Naoki Noda (June 3, 1976)	<p>Oct. 2003 Joined Tohmatsu & Co. (currently Deloitte Touche Tohmatsu LLC)</p> <p>Oct. 2016 Opened Noda Certified Public Accountant Office</p> <p>Director of Noda Certified Public Accountant Office (current position)</p> <p>Established Matsuoka and Noda Consulting Office</p> <p>Representative Partner of Matsuoka and Noda Consulting Office (current position)</p> <p>Aug. 2017 Outside Director of the Company (current position)</p> <p>Dec. 2017 Joined AC Earnest Audit Corporation Co., Ltd. (current position)</p>	–
<p>[Reasons for nomination as candidate for outside Director and overview of expected role]</p> <p>Naoki Noda does not have experience of participating in corporate management other than as an outside officer, but he possesses expertise as a certified public accountant. Based on a proven track record that he has since assuming office as outside Director of the Company, the Company has judged that he is expected to continue appropriately executing his duties as the outside Director of the Company responsible for strengthening corporate governance and has therefore nominated him as a candidate for outside Director.</p>			
8	[Reelection] Masahiko Fukuda (May 10, 1955)	<p>Mar. 1978 Joined The Chugoku Bank, Limited</p> <p>June 2009 Director</p> <p>June 2013 Managing Director</p> <p>Aug. 2019 Director and Vice President of Marugo Company Inc.</p> <p>Aug. 2019 Outside Director of the Company (current position)</p> <p>Apr. 2020 Representative Director and President of Marugo Company Inc. (current position)</p> <p>[Significant concurrent positions]</p> <p>Representative Director and President of Marugo Company Inc.</p>	–
<p>[Reasons for nomination as candidate for outside Director overview of expected role]</p> <p>Masahiko Fukuda possesses long experience of serving at a financial institution, as well as abundant experience and broad knowledge gained from his service as a corporate management at other companies. The Company has judged that he is expected to continue appropriately executing his duties as an outside Director of the Company responsible for strengthening corporate governance and has therefore nominated him as a candidate for outside Director.</p>			

Notes: 1. Special interests between the candidates and the Company

Shoji Oga concurrently serves as Representative Director of Daikokuten Scholarship Foundation. The Company makes donations to the foundation.

There are no special interests between the other candidates and the Company.

2. Shoji Oga corresponds to the "Parent Company," etc., as provided for in Article 2, item (iv)-2 of the Companies Act.

3. The Company has entered into contracts with Naoki Noda and Masahiko Fukuda in accordance with Article 427, paragraph (1) of the Companies Act to limit their liabilities for damages pursuant to Article 423, paragraph (1) of the same Act. The maximum amount of liability for damages pursuant to the contracts is the minimum amount provided for in Article 425, paragraph (1) of the same Act. If their reelection is approved, the Company plans to continue the contracts with them.

4. Naoki Noda and Masahiko Fukuda are candidates for outside Directors. Additionally, Mr. Noda and Mr. Fukuda meet the requirements for Independent Directors as provided for in the regulations of the Tokyo Stock Exchange, and the Company has registered them with the Exchange as Independent Directors.
5. Naoki Noda and Masahiko Fukuda are currently outside Directors of the Company, and at the conclusion of this General Meeting of Shareholders, the terms of office of Mr. Noda and Mr. Fukuda as outside Directors will be six years and four years, respectively.

Proposal No. 3: Election of Two Audit & Supervisory Board Members

The term of office of Audit & Supervisory Board Members Koji Terao and Shoichi Imaoka will expire at the conclusion of this General Meeting of Shareholders. Accordingly, the Company proposes the election of two Audit & Supervisory Board Members.

The Audit & Supervisory Board has given its consent to this proposal.

The candidates for Audit & Supervisory Board Member are as follows:

Candidate No.	Name (Date of birth)	Career summary, position and significant concurrent positions	Number of the Company's shares owned
1	[Reelection] Koji Terao (April 28, 1958)	<p>Oct. 1981 Joined Tohmatsu Awoki & Co. (currently Deloitte Touche Tohmatsu LLC)</p> <p>Jan. 1986 Opened Terao Certified Public Accountant Office</p> <p>Director of Terao Certified Public Accountant Office (current position)</p> <p>Aug. 2002 Outside Audit & Supervisory Board Member of the Company (current position)</p> <p>Sept. 2020 Outside Audit & Supervisory Board Member of J.E.T. Co., LTD. (current position)</p> <p>[Significant concurrent positions]</p> <p>Outside Audit & Supervisory Board Member of J.E.T. Co., LTD.</p>	–
		<p>[Reasons for nomination as candidate for outside Audit & Supervisory Board Member]</p> <p>Koji Terao does not have experience of participating in corporate management other than as an outside officer, but he possesses expertise as a certified public accountant. The Company has judged that he is expected to continue appropriately executing his duties as the outside Audit & Supervisory Board Member of the Company and has therefore nominated him as a candidate for outside Audit & Supervisory Board Member.</p>	
2	[Reelection] Shoichi Imaoka October 21, 1964	<p>Oct. 1987 Joined Tohmatsu Awoki & Sanwa (currently Deloitte Touche Tohmatsu LLC)</p> <p>Dec. 1999 Opened Imaoka Certified Public Accountant Office</p> <p>Director of Imaoka Certified Public Accountant Office (current position)</p> <p>Aug. 2007 Outside Audit & Supervisory Board Member of the Company (current position)</p> <p>June 2015 Outside Auditor of The San-in Godo Bank, Ltd.</p> <p>June 2019 Outside Director (Audit and Supervisory Committee Member) (current position)</p> <p>[Significant concurrent positions]</p> <p>Outside Director (Audit and Supervisory Committee Member) of The San-in Godo Bank, Ltd.</p>	–
		<p>[Reasons for nomination as candidate for outside Audit & Supervisory Board Member]</p> <p>Shoichi Imaoka does not have experience of participating in corporate management other than as an outside officer, but he possesses expertise as a certified public accountant. The Company has judged that he is expected to continue appropriately executing his duties as the outside Audit & Supervisory Board Member of the Company and has therefore nominated him as a candidate for outside Audit & Supervisory Board Member.</p>	

- Notes:
1. There are no special interests between the candidates and the Company.
 2. The Company has entered into contracts with Koji Terao and Shoichi Imaoka in accordance with Article 427, paragraph (1) of the Companies Act to limit their liabilities for damages pursuant to Article 423, paragraph (1) of

the same Act. The maximum amount of liability for damages pursuant to the contracts is the minimum amount provided for in Article 425, paragraph (1) of the same Act. If their reelection is approved, the Company plans to continue the contracts with them.

3. Koji Terao and Shoichi Imaoka are candidates for outside Audit & Supervisory Board Member. Additionally, Mr. Terao and Mr. Imaoka meet the requirements for Independent Directors as provided for in the regulations of the Tokyo Stock Exchange, and the Company has registered them with the Exchange as Independent Directors.
4. Koji Terao and Shoichi Imaoka are currently outside Audit & Supervisory Board Members of the Company, and at the conclusion of this General Meeting of Shareholders, the terms of office of Mr. Terao and Mr. Imaoka as outside Audit & Supervisory Board Members will be 21 years and 16 years, respectively.

Proposal No. 4: Election of One Substitute Audit & Supervisory Board Member

In order to prepare for cases where there is a shortfall in the number of Audit & Supervisory Board Members required by laws and regulations, the Company proposes the election of one substitute Audit & Supervisory Board Member pursuant to the provision in Article 329, paragraph (3) of the Companies Act.

The Audit & Supervisory Board has given its consent to this proposal.

The candidate for substitute Audit & Supervisory Board Member is as follows:

Name (Date of birth)	Career summary, position and significant concurrent positions	Number of the Company's shares owned
Kazunari Kuwahara (May 17, 1953)	Sept. 1992 Joined Cecile Co., Ltd. Jan. 2006 General Manager of Human Resources Department Dec. 2006 Joined the Company Deputy General Manager of General Affairs Department Jan. 2010 Acting General Manager of General Affairs Department Apr. 2014 Retired from the Company	—
	[Reasons for nomination as candidate for substitute Audit & Supervisory Board Member] Kazunari Kuwahara has accumulated abundant experience in the human resources and general affairs divisions of both the Company and other companies, and possesses the abundant experience and advanced knowledge related to the Company's business activities. In view of the above, the Company has judged that he is well qualified to serve as Audit & Supervisory Board Member of the Company and has therefore nominated him as a candidate for substitute Audit & Supervisory Board Member.	

Note: There are no special interests between the candidate and the Company.