

Section 1 - Securing the Rights and Equal Treatment of Shareholders					
Corporate Governance Code		Supplementary principles	Relevant sections to our corporate website	Progress	
Principles				C	E
General principle 1			As follows	●	
1-1	Securing the Rights of Shareholders	—	-Sustainability Basic Policy/Communication with Stakeholders -IR /Disclosure Information	●	
		1-1①	-Sustainability Basic Policy/Communication with Stakeholders -IR /Disclosure Information	●	
		1-1②	-Matters Concerning the Executive, Audit and Oversight, Nomination, Compensation and Other Functions,Board of Directors	●	
		1-1③	—	●	
1-2	Exercise of Shareholder Rights at General Shareholder Meetings	—	—	●	
		1-2①	-IR News	●	
		1-2②	-IR /Shareholders' Meeting	●	
		1-2③	—	●	
		1-2④	-IR /Shareholders' Meeting	●	
		1-2⑤	—	●	
1-3	Basic Strategy for Capital Policy	—	—	●	
1-4	Cross-Shareholdings	—	—	●	
		1-4①	—	●	
1-5	Anti-Takeover Measures	—	—	●	
		1-5①	—	●	
1-6	Capital Policy that May Harm	—	—	●	
1-7	Related Party Transactions	—	-Prohibition on Conflicts of Interest	●	

Section 2 - Appropriate Cooperation with Stakeholders Other Than Shareholders					
Corporate Governance Code		Supplementary principles	Relevant sections to our corporate website	Progress	
Corporate Governance Code				C	E
General principle 2			As follows	●	
2-1	Business Principles as the Foundation of Corporate Value Creation Over the Mid- to Long-Term	—	-Corporate Philosophy/Strategy	●	
2-2	Code of Conduct	—	-Communication with Stakeholders/Co-creation and Collaboration with Suppliers	●	
		2-2①	—	●	
2-3	Sustainability Issues, Including Social and Environmental Matters	—	-Sustainability Statement,Sustainability Key Actions -Labor Practices -Creating a Comfortable Working Environment /Occupational Health and Safety -"ZOZOBASE" Logistics Centers -Improving Service Quality -Product Management and Packaging -Utilizing Customer Feedback	●	
		2-3①	-Offices and Logistics Centers -Introduction of 100% Renewable Energy Power to the Head Office -Improvement of Operational Efficiency and Reduction of Paper Consumption by Introducing Electronic Contracts -Reduction of Paper Consumption by Digitizing Delivery Slips and Receipts -Using Renewable Energy in All Data Centers	●	
2-4	Ensuring Diversity, Including Active Participation of Women	—	-Labor Practices -Diversity & Inclusion -Women Empowerment -Employment of the Handicapped -Care for LGBTQ -Care for Foreign Nationalities and Religions -Care for Employees' Child-rearing	●	
		2-4①	-Women Empowerment	●	
2-5	Whistleblowing	—	-Internal Control System and Risk Management System	●	
2-6	Role as asset owner of corporate pensions	2-5①	-Internal Control System and Risk Management System	●	
		—	—	●	

Section 3 - Ensuring Appropriate Information Disclosure and Transparency					
Corporate Governance Code		Supplementary principles	Relevant sections to our corporate website	Progress	
Principles				C	E
General principle 3			As follows	●	
3-1	Full Disclosure	—	-IR /IR Top	●	
		(i)	-Financial results briefing materials	●	
		(ii)	-Sustainability Statement / Key Actions	●	
		(iii)	-Directors' Compensation	●	
		(iv)	-Nomination and Compensation Advisory Committee	●	
		(v)	—	●	
		3-1①	—	●	
		3-1②	-Result Summary -Past IR Data	●	
3-2	External Auditors	3-1③	-List of Training Programs Implemented in Fiscal 2020 -Financial results briefing materials -Launched ZOZO NEXT, Inc. a new company that uses cutting-edge technology to create new value	●	
		—	-Internal Control System and Risk Management System	●	
3-2	External Auditors	3-2①	-Internal Control System and Risk Management System	●	
		3-2②	-Internal Control System and Risk Management System	●	

Section 4 - Responsibilities of the Board

Corporate Governance Code			Progress	
Principles	Supplementary principles	Relevant sections to our corporate website	C	E
General principle 4			As follows	●
4-1	Roles and Responsibilities of the Board (1)	—	-Philosophy	●
		4-1①	-Internal Control System and Risk Management System	●
		4-1②	-Result Summary -Past IR Data	●
		4-1③	-Corporate Governance Matters Concerning the Executive, Audit and Oversight, Nomination, Compensation and Other Functions, Nomination and Compensation Advisory Committee	●
4-2	Roles and Responsibilities of the Board (2)	—	-Matters Concerning the Executive, Audit and Oversight, Nomination, Compensation and Other Functions, Directors' Compensation	●
		4-2①	-Matters Concerning the Executive, Audit and Oversight, Nomination, Compensation and Other Functions, Directors' Compensation	●
		4-2②	-Sustainability Statement	●
4-3	Roles and Responsibilities of the Board (3)	—	-Internal Control System and Risk Management System, Anti-Corruption and Corporate Ethics, Prohibition on Conflicts of Interest	●
		4-3①	-Matters Concerning the Executive, Audit and Oversight, Nomination, Compensation and Other Functions, Nomination and Compensation Advisory Committee	●
		4-3②	-Matters Concerning the Executive, Audit and Oversight, Nomination, Compensation and Other Functions, Nomination and Compensation Advisory Committee	●
		4-3③	-Matters Concerning the Executive, Audit and Oversight, Nomination, Compensation and Other Functions, Nomination and Compensation Advisory Committee	●
		4-3④	-Internal Control System and Risk Management System	●
4-4	Roles and Responsibilities of Audit and Supervisory Board member and the audit and supervisory Board	—	-Matters Concerning the Executive, Audit and Oversight, Nomination, Compensation and Other Functions, Board of Corporate Auditors, Corporate Auditors	●
		4-4①	-Matters Concerning the Executive, Audit and Oversight, Nomination, Compensation and Other Functions, Board of Corporate Auditors, Corporate Auditors	●
4-5	Fiduciary Responsibilities of Directors and Audit and Supervisory Board member	—	—	●
4-6	Business Execution and Oversight of the Management	—	-Internal Control System and Risk Management System	●
4-7	Roles and Responsibilities of Independent Directors	—	-Matters Concerning the Executive, Audit and Oversight, Nomination, Compensation and Other Functions, Reasons for Election of Directors and Corporate Auditors	●
4-8	Effective Use of Independent Directors	—	-Internal Control System and Risk Management System	●
		4-8①	—	●
		4-8②	-Matters Concerning the Executive, Audit and Oversight, Nomination, Compensation and Other Functions, Executive Committee	●
		4-8③	-Matters Concerning the Executive, Audit and Oversight, Nomination, Compensation and Other Functions, Inter-Group Trading Review Committee	●
4-9	Independence Standards and Qualification for Independent Directors	—	-Matters Concerning the Executive, Audit and Oversight, Nomination, Compensation and Other Functions, Board of Directors	●
4-10	Use of Optional Approach	—	-Internal Control System and Risk Management System	●
		4-10①	-Matters Concerning the Executive, Audit and Oversight, Nomination, Compensation and Other Functions, Nomination and Compensation Advisory Committee	●
4-11	Preconditions for Board and audit and supervisory Board Effectiveness	—	-Reasons for Election of Directors and Corporate Auditors	●
		4-11①	-Directors' skills matrix	●
		4-11②	—	●
		4-11③	—	●
4-12	Active Board Deliberations	—	-Matters Concerning the Executive, Audit and Oversight, Nomination, Compensation and Other Functions, Board of Directors	●
		4-12①	-Matters Concerning the Executive, Audit and Oversight, Nomination, Compensation and Other Functions, Board of Directors	●
4-13	Information Gathering and Support Structure	—	—	●
		4-13①	—	●
		4-13②	—	●
		4-13③	-Internal Control System and Risk Management System	●
4-14	Director and Audit and Supervisory Board member Training	—	—	●
		4-14①	—	●
		4-14②	—	●

Section 5 - Dialogue with Shareholders						
Corporate Governance Code			実施状況			
Principles	Supplementary principles	Relevant sections to our corporate website	C	E		
General principle 5			As follows	●		
5-1	Policy for Constructive Dialogue with Shareholders	—	-Result Summary -Past IR Data	●		
		5-1①	—	●		
		5-1②	-Result Summary -Past IR Data -Stock Composition	●		
			-Result Summary -Stock Composition	●		
		5-2	Establishing and Disclosing Business Strategy and Business Plan	—	-Business Model -Past IR Data -Stock Composition	●
				5-2①	-Result Summary -Past IR Data	●