

REGAL CORPORATION

COMPANY PROFILE

Business Mission:

We devote ourselves to provide our customers with “Beauty and Wellness” through footwear.

Since our establishment in 1902, Regal Corporation has devoted its efforts to product planning, manufacturing and marketing in the footwear business.

From the standpoint that we apprehend footwear as garments worn on the feet and also an essential motivation to creation of culture and lifestyle, the Company will drive forward with further business expansion by developing products that offer new values to customers.

Management Principles:

- Aspire to becoming “customer value creation company” through making every operation customer-focused and market-oriented.
- Aspire to provide maximum safety, comfort and satisfaction of our customers through shoe manufacturing and services focused on quality.
- Aspire for thorough compliance and nurturing of human resources through business activities, and strive to become a company highly trusted by the society.

Message from the President:

Please allow me to express my sincere gratitude to you all for your continued support.

In the current consolidated fiscal year, with the easing of the restrictions on economic activities that had resulted from the COVID-19 pandemic, there had been hopes for growth in personal consumption. However, consumer prices have risen due to soaring prices of energy and raw materials and to fall in the yen, and the future outlook of the Japanese economy remains uncertain.

In the footwear industry, although consumption trends have recovered to a certain extent as restrictions on movements have been lifted, the harsh business environment continues, due to cautious purchasing behavior resulting from rising consumer prices and soaring raw materials prices and merchandise purchase costs.

Under these circumstances, the Regal Group has declared the early improvement of profitability through fundamental structural reforms to be a priority challenge. In addition to reducing our various costs through the redistribution of management resources across the entire Group and other initiatives, we are also pursuing the improvement of inventory

efficiency by reducing inventory assets.

Furthermore, we have concentrated efforts on digital marketing and worked to build a business model that emphasizes the improvement of customer experience value and in-store sales.

Turbulent changes in the external environment make predicting the future a difficult task, but we will re-examine our business from medium- and long-term perspectives, draw up a vision for the roles we must play, and steadily pursue initiatives to realize that vision. Through the growth of each and every one of our employees, we will drive our transformation with the aims of contributing to a sustainable society and being a company that is trusted by our customers.

We look forward to your continued support and patronage.

Naohito Yasuda

President June 2023

Corporate Information:

Company Name	REGAL CORPORATION
Main Office Location	2-1-8, Hinode, Urayasu, Chiba 279-8553, JAPAN Tel: 047(304)7050 (representative)
Foundation	January 21, 1902
Activities	Manufacturing, retailing, wholesaling and repair of various type of footwear for males and females.
Capital	5,355 million yen
Issued Stock	3,250,000 (As of March 31, 2023) (Includes treasury stock: 50,222 shares)
Sales	19,380 million yen / (consolidated net sales: 22,561 million yen) (fiscal year ended March 31, 2023)
Number of Employees	179 (970 consolidated) (As of March 31, 2023)

Board of Directors

(As of June 27, 2023)

PRESIDENT	Naohito Yasuda
DIRECTOR	Kiyotaka Ura
DIRECTOR	Motokazu Aono
DIRECTOR	Hiromasa Shirasaki
DIRECTOR	Atsushi Yokoo
DIRECTOR	Shinichiro Kobayashi
OUTSIDE DIRECTOR	Makoto Yamamoto
OUTSIDE DIRECTOR	Miho Ueda
CORPORATE AUDITOR	Tatsuya Koga
CORPORATE AUDITOR	Shinichi Uchibori
OUTSIDE CORPORATE AUDITOR	Yukiko Nakagawa
OUTSIDE CORPORATE AUDITOR	Akira Nishida

Major subsidiaries and associated companies:

(As of April 1, 2023)

Wholesale Subsidiary	Regal Sales Co., Ltd.
Retail Subsidiaries	Regal Retail Co., Ltd. Shanghai Regal Shoes Co., Ltd.
Production Subsidiaries	Iwate Shoes Manufacturing Co., Ltd. Iwate Shoes Co., Ltd. Chiyoda Shoes Co., Ltd. Tayama Upper Fitting Manufacturing Co., Ltd. Nikka Enterprise Co., Ltd. Regal Business Support Co., Ltd Suzhou Regal Leather Goods Co., Ltd. Hong Kong Regal Shoe Co., Ltd. and others