MANAGEMENT FRAMEWORK

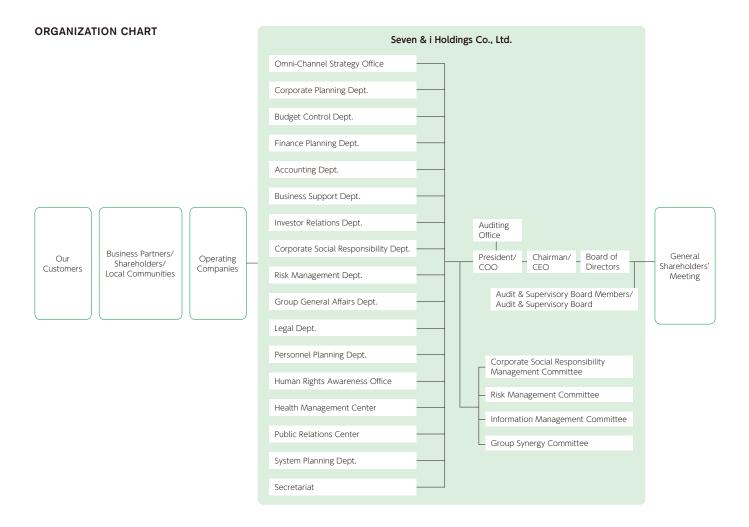
BOARD OF DIRECTORS, AUDIT & SUPERVISORY BOARD MEMBERS, AND EXECUTIVE OFFICERS

As of May 22, 2014

Board of Directo	ors	Area of Responsibility and Important Concurrent Positions		
Representative Director and Chairman	Toshifumi Suzuki	Chief Executive Officer (CEO) Representative Director and Chairman and Chief Executive Officer (CEO) of Seven-Eleven Japan Co., Ltd. Representative Director and Chairman and Chief Executive Officer (CEO) of Ito-Yokado Co., Ltd. Representative Director and Chairman of 7-Eleven, Inc. Representative Director and Chairman of SEVEN-ELEVEN HAWAII, INC.		
Representative Noritoshi Murata Director and President		Chief Operating Officer (COO)		
	Katsuhiro Goto	Chief Administrative Officer (CAO) Managing Executive Officer Director of Ito-Yokado Co., Ltd. Director of Sogo & Seibu Co., Ltd.		
	Tsuyoshi Kobayashi	Executive Officer Senior Officer of the Corporate Planning Department Head of the Omni-Channel Strategy Office		
Junro Ito		Executive Officer Senior Officer of the Corporate Social Responsibility Department		
	Kunio Takahashi	Chief Financial Officer (CFO) Executive Officer Senior Officer of the Finance Planning Department Representative Director and President of Seven & i Asset Management Co., Ltd. Representative Director and President of SEVEN & i Financial Center Co., Ltd.		
	Akihiko Shimizu	Executive Officer Senior Officer of the Accounting Department		
	Ryuichi Isaka	Representative Director and President and Chief Operating Officer (COO) of Seven-Eleven Japan Co., Ltd. Director of 7-Eleven, Inc.		
	Takashi Anzai	Representative Director and Chairman of Seven Bank, Ltd.		
	Zenko Ohtaka	Representative Director and President and Chief Operating Officer (COO) of York-Benimaru Co., Ltd.		
Outside Director	Scott Trevor Davis	Professor of the Department of Global Business, College of Business, Rikkyo University		
Outside Director	Yoshio Tsukio	Representative Director, Tsukio Research Institute		
Outside Director	Kunio Ito	Professor, Graduate School of Commerce and Management, Hitotsubashi University		
Outside Director	Toshiro Yonemura			

ory Board Members	Area of Responsibility and Important Concurrent Positions	
Hideo Nomura	Audit & Supervisory Board Member of Ito-Yokado Co., Ltd. Audit & Supervisory Board Member of York-Benimaru Co., Ltd. Audit & Supervisory Board Member of York Mart Co., Ltd.	
Tadao Hayakawa		
Yoko Suzuki	Attorney at Law Outside Audit & Supervisory Board Member of Ito-Yokado Co., Ltd.	
Tsuguoki Fujinuma	Certified Public Accountant	
Kazuko Rudy	Representative Director, WITAN ACTEN LLC MBA course Professor, Ritsumeikan University Graduate School	
	Hideo Nomura Tadao Hayakawa Yoko Suzuki Tsuguoki Fujinuma	

Executive Officers		Area of Responsibility
Chief Executive Officer (CEO)	Toshifumi Suzuki	
Chief Operating Officer (COO)	Noritoshi Murata	
Chief Administrative Officer (CAO) Managing Executive Officer	Katsuhiro Goto	
	Tsuyoshi Kobayashi	
	Junro Ito	
Chief Financial Officer (CFO)	Kunio Takahashi	
	Akihiko Shimizu	
Managing Executive Officer	Ryu Matsumoto	Representative Director and President of Sogo & Seibu Co., Ltd.
Managing Executive Officer	Kazuhisa Toi	Representative Director and President of Ito-Yokado Co., Ltd.
Managing Executive Officer	Tsuneo Okubo	Representative Director and President of Seven & i Food Systems Co., Ltd.
	Yoshihiro Tanaka	
	Masataka Tosaya	
	Akira Miyakawa	
	Kazuyo Sohda	
	Katsutane Aihara	
	Seiichiro Sato	
	Shinobu Matsumoto	
	Hisataka Noguchi	
	Kimiyoshi Yamaguchi	
	Yasuhiro Suzuki	



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