Message from the President

Seven & i Holdings covers a globally unrivaled, diverse range of business categories, including convenience stores, superstores, department stores, specialty stores, and financial services, and we have a global network of stores that includes more than 67,000 stores in total, with approximately 64 million customer visiting our stores every day. By effectively using the Group synergies created by our wide range of business areas, we are able to serve as a social infrastructure that supports the daily lives of our customers, as well as contribute to the development of the retail services as an innovator.

Today, with the rapid evolution of digital technologies and the expansion of the information and communications systems that now underpin society, the face of retail services in Japan is changing dramatically. We are responding to these changes by working even harder than before to improve the services that we provide to our customers. By utilizing our store network and information systems that we have built up over the years, our business infrastructure in terms of logistics and more, our ability to offer products and services that meet the needs of customers at different life stages, and our human resources cultivation expertise, we are responding to these changes in Japan’s retail services. In addition, we are actively working to foster collaboration with external experts and other companies, so as to further enrich the range of contact points with individual customers, as well as develop new markets.

We are also responding to changes in society’s needs driven by the increase in the number of working women, the trend towards low birthrate and the aging of the population, as well as the emergence of global scale environmental issues. To do this, we are incorporating the environmental, social and corporate governance (ESG) perspective into our management and business activities, and by seeking to develop solutions for the problems affecting society. Furthermore, we are also making a concerted effort to build new business models and new store designs that will contribute towards the realization of the United Nations’ Sustainable Development Goals (SDGs) and towards the achievement of sustainable growth for society.

Going forward, the Seven & i Group will continue working as one in accordance with our Group Creed—which emphasizes the values of trust and sincerity—towards creating new value in response to the major changes taking place in society. We will also continue to demonstrate sincerity in our relationship with customers and other stakeholders, and strive to further strengthen the relationship of trust that we have with them.

Ryuichi Isaka
President and Representative Director
Seven & i Holdings Co., Ltd.

Group Creed
We aim to be a sincere company that our customers trust.
We aim to be a sincere company that our business partners, shareholders and local communities trust.
We aim to be a sincere company that our employees trust.

The Seven & i Group by the Numbers

The roles played by the retail sector have become more diversified in response to the changes taking place in the wider social environment. The Seven & i Group strives to create both social value and corporate value through its core businesses by effectively using the Group’s various functions.

<table>
<thead>
<tr>
<th>Group’s Total Sales</th>
<th>11,048.2 billion yen</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of Female Managers (Section Manager or Higher)</td>
<td>23.1%</td>
</tr>
<tr>
<td>Global Network (18 countries and regions)</td>
<td>Approx. 67,600 stores</td>
</tr>
<tr>
<td>Employees (consolidated)</td>
<td>149,414</td>
</tr>
<tr>
<td>Consolidated Operating Income</td>
<td>391.6 billion yen</td>
</tr>
<tr>
<td>Seven Premium (Total number of items)</td>
<td>3,900 items</td>
</tr>
<tr>
<td>Number of Comprehensive Alliance Agreements with Local Governments</td>
<td>160 government bodies</td>
</tr>
<tr>
<td>Number of PET Bottles Collected</td>
<td>The equivalent of approx. 237 million bottles</td>
</tr>
</tbody>
</table>

The equivalent of approx. 701 automated PET bottle recovery machines (as of the end of February 2018)
Over 67,000 Stores in 18 Countries and Seven & i Group has Grown into a Global Brand.

We now operate convenience stores, superstores, department stores, specialty stores and more in 18 countries and regions including Japan. We use our global network of stores to deliver new value and high-quality services to our customers.

Group Store Expansion

Approx. 520 stores
Norway (7-Eleven)
Sweden (7-Eleven)
Denmark (7-Eleven)

Approx. 32,650 stores
China (7-Eleven, Chengdu Ito-Yokado, Hua Tang Yokado, Sogo)
South Korea (7-Eleven)
Taiwan (7-Eleven, Sogo)
Malaysia (7-Eleven, Sogo)
Indonesia (Sogo, SEIBU)
Philippines (7-Eleven)
Singapore (7-Eleven)
Thailand (7-Eleven)
Vietnam (7-Eleven)

Approx. 11,900 stores
U.S. (7-Eleven)
Mexico (7-Eleven)
Canada (7-Eleven)

Approx. 680 stores
Australia (7-Eleven)

Approx. 6,760 stores
Approx. 64 million people/day

Number of Stores

7-Eleven, Ito-Yokado, York-Benimaru, Sogo, SEIBU, Denny’s, LOFT, etc.

Total Number of Group Stores

Total Number of Customer Store Visits

Number of stores as of the end of May 2018 (the end of March 2018 for overseas)
Total number of customer store visits as of the end of February 2018
Our Group’s Progress Stems From Our History of Undertaking

Our Group has continued its efforts to reform domestic retail systems.

We have implemented more than 100 world-first, Japan-first and industry-first projects. These introduction of Japanese-style convenience stores, systems for combined distribution, acting for payment of public utility charges, the introduction of information systems and the creation specializes in account settlement. This ability to undertake new challenges is inherent in our something we will continue to demonstrate in the future.

Establishment of Seven & i Holdings

Since being made a wholly owned subsidiaries in Japan, 1999, experience accumulated in Japan has been utilized when introducing operations to improve the accuracy of item-by-item management, product development and store development. New store openings in high-growth areas are moving forward through aggressive mergers and acquisitions and other efforts.

Creation of “nanaco” Electronic Money

nanaco was introduced in April 2007 in approximately 1,000 7-Eleven stores. The card design is of a rainbow “bridge” that connects the customers with the store.

Launch of Seven Premium

Our launch of Seven Premium in May 2007 consisted of 49 items. Seven Premium created new value through the adoption of an approach completely different from that of conventional private brands. This approach emphasizes the Japanese monozukuri tradition of careful attention to detail.

Expansion of Seven Bank ATMs

Seven Bank provides an ATM service that can be used anytime, anywhere, by anyone, safely and securely. Domestically, there are now more than 24,000 ATMs installed, used by approximately 2.2 million people daily.

Corporate Profile 2018-2019

2005

Sep.
Seven & i Holdings was established.
Nov. 7-Eleven Inc. was made a wholly owned subsidiary by SEVEN-ELEVEN JAPAN CO., LTD.
Dec. Business collaboration with Millennium Retailing, Inc. (later Sogo & Seibu Co., Ltd.)

2006

Jun. Millennium Retailing, Inc. was made a wholly owned subsidiary.
Sep. York-Bernhard Co., Ltd. was made a wholly owned subsidiary.

2007

Jan. Seven & i Food Systems Co., Ltd. was established.
Mar. Global number of 7-Eleven stores becomes the world’s largest number of chain stores in the retail sector.
Apr. “nanaco,” the first ever electronic money service created by a retailer, was started.
May Seven Premium, our Group-wide private brand, was launched.
Jul. Akahata Horpo Co., Ltd. made a wholly owned subsidiary.
Dec. Nitto/Seven Co., Ltd. was established.

2008

Jul. Seven & i Net Media Co., Ltd. was established.
Aug. Business and capital alliance made with J&J PHARMACIES INC.
Seven Farm Tomitomo Co., Ltd. was established.

2009

Jan. Seven Culture Network Co., Ltd. was established.
Jun. Seven Health Care Co., Ltd. was established.
Aug. Sogo & Seibu Co., Ltd. was established.
Seven Art Shopping, a general Group online shopping site, was launched.

2010

Feb. Administrative service for issuing copies of resident certificates and registration of registered seals started at 7-Eleven.
Mar. Regain capital participation in Nine Records Japan Inc.
Jul. Seven Farm Co., Ltd., the core company for our agricultural business, was established.
Sep. Seven Premium Gold products launched.
Dec. Seven ELEVEN (CHENGDU) Co., Ltd. was established.

2011

Mar. Seven Financial Service Co., Ltd. was established.
May 7-Eleven’s SevenSafe Delivery Service mobile sales service was launched.

2012

Jan. Total sales for all domestic 7-Eleven stores exceeded three trillion yen for the first time for any domestic retail chain.
Jul. 7-Eleven’s Seven Pay Delivery was launched using COMS, electric mini cars.

2013

Jan. Seven CAFE launched.
Jul. Business and capital alliance made with DAMM CO., LTD.

2014

Feb. Operating income exceeded 300 billion yen for the first time for a Japanese retailer.
Mar. Monthly transactions of “nanaco” exceeded 100 million uses.
Partnership between 7-Eleven and JR West Group for operating stores in stations started.
May Establishment of the first fuel stockpile base by a domestic retail business in case of large-scale natural disasters.
Jul. Number of installed Seven Bank ATMs exceeded 20,000.

2015

Feb. Barnes Japan Co., Ltd. made a wholly owned subsidiary.
Mar. Business alliance made with Komaru based food supermarket NAMDIR CO., LTD.
Nov. Grand opening of Omni7 shopping site.

2016

Aug. Nissen Holdings Co., Ltd. made a wholly owned subsidiary.

2017


2018

Apr. Business alliance made with Torui Co., Ltd.
Jun. Seven Mile Program launched.
Secondary I Data Labs launched.
Seven Pay Co., Ltd. was established.
By integrating a wide variety of different retail business categories, Seven & i Group is promoting retail services innovation that makes a positive contribution towards the sustainable growth of society. In particular we are strengthening measures that embody an ESG* perspective. We are also contributing to the solution of social issues by providing shopping support for customers living in rural areas who find it difficult to visit our stores and utilizing resources more efficiently. By striving to create retail services which provide new value, appeal to customers, and also contribute towards society's growth and development, we are also making a contribution towards the realization of the United Nations' Sustainable Development Goals (SDGs).

The Seven & i Group is Contributing Development Creation of New Value

*ESG: Environmental, Social and Corporate Governance.

By integrating a wide variety of different retail promoting retail services innovation that makes growth of society. In particular we are strengthening. We are also contributing to the solution of social customers living in rural areas who find it resources more efficiently. By striving to create appeal to customers, and also contribute we are also making a contribution Nations’ Sustainable Development

Overseas Convenience Store Operations

Striving to provide convenience that meets customers’ needs. Continuing to enlarge the scale of our global expansion.
7-Eleven, Inc. [9,696 stores]

Department Store

Providing the services you expect from department stores with unmatched originality and excitement.
Sogo & Seibu Co., Ltd.
• Sogo [7 stores]
• SEIBU [8 stores]

Financial Services

Providing financial services that are closely integrated with consumers’ daily lives, including ATM operations, electronic money service, credit card services, insurance, and more.
Seven Bank, Ltd. [24,481 ATMs*]
Seven Financial Service Co., Ltd.
Seven Card Service Co., Ltd.
Seven CS Card Service Co., Ltd.
Bank Business Factory Co., Ltd.
Seven Pay Service, Ltd.
Seven Pay Co., Ltd.
FCTI, Inc.

*Number of ATMs installed.

Superstore Operations

Using products, services and store development to create “community superstores” that meet local needs.

- Ito-Yokado Co. Ltd.
  [including 3 stores operated by Marudai Co., Ltd.]
  [167 stores]
- York-Markett Co., Ltd.
  [80 stores]
- SHELL GARDEN CO., LTD.
  [24 stores]
- K.K. Sanei [1 store]
- Life Foods Co., Ltd.
- IY Foods K.K.

Specialty Store Operations

A wide range of specialty stores.
In each segment, we demonstrate the power of trusted brands.

- Akachan Honpo Co., Ltd. [112 stores]
- THE LOFT CO., LTD. [113 stores]
- Restaurants (Denny’s)
  [375 branches]
- Meal provision service
  [207 branches]
- In-store, specialty stores, and others
  [162 stores]

Other Operations

Collaborating with other Group companies to develop services that provide real value.

- Seven & i Net Media Co., Ltd.
- Seven & i Publishing Co., Ltd.
- Seven Culture Network Co., Ltd.
- Seven & i Create Link, Ltd.
- Seven & i Asset Management Co., Ltd.

Yatsugatake Kogen Lodge Co., Ltd.
Terube Ltd.
PIA Corporation

Figures in parentheses denote the number of stores as of the end of May 2018 (the end of March 2018 for overseas stores)
Seven & I Holdings’ operating companies cover a wide range of business areas. We recognize the need to maintain the trust and meet the expectations of our customers, while responding to both the changing social environment and needs of the local community. Therefore all of our operating companies are constantly striving to provide services that offer real value, by continuing to enhance their own unique strengths and appeal.
**Operating Companies**

**Specialty Store**

**Specialty Store for Maternity, Baby and Toddler Items**

**Akachan Honpo**

Aiming to Provide
“Comprehensive Child-Raising Support”

Akachan Honpo has over two million members. With a corporate message that emphasizes “offering a child-raising environment full of smiles,” Akachan Honpo aims to provide joy and emotional satisfaction. The Akachan Honpo brand has a more than 90% recognition rate among its target demographic of mothers and expectant mothers. Besides developing original products designed with the safety and security of babies in mind, Akachan Honpo also provides support for parents by offering a range of events and services related to childbirth and child-rearing. Akachan Honpo aims to provide “comprehensive child-raising support” for joyful childbirth and child-rearing for all of its customers. For example, Akachan Honpo provides child-rearing information via special apps.

**Lifestyle Merchandise Store**

**LOFT**

Enriching and Brightening Up Your Everyday Life

LOFT products are both functional and stylish, ranging from beauty and health-related goods to stationery and interior decor. LOFT is engaged in the development of original products, the design of which reflects customers’ suggestions. LOFT is also engaged in the implementation of store designs that incorporate new ideas and new products. The LOFT App, which seeks to make shopping fun, is a tool that helps LOFT communicate with smartphone-using customers. LOFT is focusing on using the LOFT App to disseminate information about the latest products as well as link with social media. A range of beneficial services is also available through the App, including stamps that customers can collect and exchange for coupons.

**Restaurant, Fast Food, Meal Provision**

**Seven & i Food Systems**

Offering Customers a Bright Tomorrow Through the Value That Our Food and Services Provide

Seven & i Food Systems operates family restaurants, including Denny's, the White Rabbit Coffee Shop chain, the Poppo fast-food restaurants, including Denny's, the White Rabbit, and original products, the design of which is stylish, ranging from beauty and health-related goods to stationery and interior decor. Seven & i Food Systems offers a wide range of delicious meals. In all of its different business areas, Seven & i Food Systems aims to provide customers with real hospitality, in the form of delicious food and first-rate service. With food offerings made from fresh and safe ingredients, Seven & i Food Systems will continue working to ensure that customers can enjoy a wide range of delicious meals.

**Online Sales of Fashionable Apparel**

**Nissen Holdings**

Providing Value That Exceeds Our Customers’ Expectations

Nissen Holdings offers a wide range of product items, including clothing, lingerie, interior decor merchandise, beauty products, and more. Nissen Holdings New York Flagship store

**Specialty Store for Men’s and Women’s Clothing and Fashion Accessories**

**Barneys Japan**

A Specialty Store With Premium Brand Power and Outstanding Ability to Disseminate Product Information

Barneys Japan offers high-quality, sophisticated fashion and luxury style.

**Developer Business**

**Seven & i Create Link**

The Seven & i Group’s Comprehensive Developer Company

Seven & i Create Link uses the collective strengths of the Seven & i Group to develop and operate high-quality commercial facilities that meet local needs and win widespread popularity.

**Sports Store**

**OSHMAN’S**

Encouraging a Sports-Filled Life

A select shop promoting a lifestyle that emphasizes enjoying life through sport.

**Music Shop**

**TOWER RECORDS**

Created by Music Fans for Music Fans

Our operations have expanded beyond selling music and video software to include our own label and live performance business, as well as in-store cafes.

**Magazines and Books**

Seven & i Publishing

Providing Information That Helps People Stay Healthy and Enriches Their Lives

Seven & i Publishing publishes around 40 titles a year, including books, lifestyle-related mooks (magazine-style books), and magazines. We are also developing a web publishing business.

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**Furnishings and Accessories Specialty Store**

**Francfranc**

Bringing Excitement and Wonder to Everyday Life

Francfranc is an interior furniture and accessory store that enables customers to experience a wide range of approaches to decorating interior spaces by using carefully-designed products and room styling.

**Web and IT Systems**

**Seven & i Net Media**

Supporting the Seven & i Group’s Digital Strategy

Seven & i Net Media provides system development and operations that support the Group’s digital strategy. This includes the development of new apps and more to further enhance the services provided by Group companies.

**Culture, Sports and Travel Business**

**Seven Culture Network**

Based on the Keywords “Learning” (Culture) and “Experience” (Travel)

Seven Culture Network challenges itself to create both services that meet the needs of customers today, as well as unprecedented new services that enrich customers’ lives.

**Special Subsidiary**

**Terube Ltd.**

Established to Expand Employment for the Elderly and People With Disabilities

This special subsidiary is located in Tomonoura,18, Kita-ku, Hiroshima, Japan. Its goal is to be a company where everyone can work at their own pace.

**Seven Culture Network Co., Ltd.**

Established to Expand Employment for the Elderly and People With Disabilities

This special subsidiary is located in Tomonoura,18, Kita-ku, Hiroshima, Japan. Its goal is to be a company where everyone can work at their own pace.
Providing Convenient Financial Services That are Closely Tied to Everyday Life

As the Seven & i Group’s financial services company, Seven Financial Service provides financial services that are closely tied to people’s everyday lives. We aim to deliver new value by developing and providing innovative products and services. Besides Nanao electric money service, Seven CARD / Seven CARD plus and CLUB ON / Millennium CARD SAISON credit card services, Seven Financial Service also provides insurance services through the Seven Insurance Shop. Focusing on customers who visit the Group’s retail stores, we offer a wide range of financial services. In addition, Seven Financial Service supports the enhancement of the Group’s retail services through leasing arrangements with individual Group member companies.

### Seven Bank

**Established:** September 1, 2005
**Paid-in Capital:** 50 billion yen
**Business:** The planning, management and operation of Group companies centering on a wide variety of business operations, including convenience stores, supermarkets, supermarkets, department stores, specialty stores, food services, financial services and IT services (pure holding company).

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**Seven Bank**

Pursuing Convenience Based on a Nationwide Network of ATMs

At the more than 24,000 Seven Bank ATMs located throughout Japan, customers can make deposits and withdrawals using the bank cards of around 600 financial institutions. International cash or credit card services, Seven CARD / Seven CARD plus and other locations. More than 2.2 million people use Seven Bank ATMs every day. Seven Bank ATMs are installed at Group stores, other commercial facilities, stations, airports, and other locations. More than 2.2 million people use Seven Bank ATMs every day.

**Seven Financial Service**

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**Corporate Profile**

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**Organization Chart**

*Company Group Total Sales: 11,048.2 billion yen*¹
*Net Income: 391.6 billion yen*

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**List of Officers**

[(as of May 24, 2018)]

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**Seven & i Holdings Co., Ltd.**

#### Directors and Auditors

- President and Representative Director: Ryoichi Isaka
  Director: Kazuhiro Hara
  Executive Officer: Minoru Matsumoto
- Vice President and Representative Director: Katsuhito Goto
  Director: Yoshio Tsukio
- Director and Executive Officer: Junro Ito
  Director: Kunio Ito
- Director and Executive Officer: Katsutane Aihara
  Director: Tohsho Yonemura
- Director and Executive Officer: Kimiyoshi Yamaguchi
  Director: Tetsuro Higashi

*Indicates an outside director or Audit & Supervisory Board Member.

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**Executive Officers**

Managing Executive Officer: Tomihiro Seagusa
Managing Executive Officer: Takuji Hayashi
Managing Executive Officer: Yukio Mafune
Executive Officer: Yoshinichiro Maruyama
Executive Officer: Hisataka Naguchi
Executive Officer: Hidekazu Nakamura

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**Seven Bank**

**Established:** September 1, 2005
**Paid-in Capital:** 30.072 million yen
**Number of ATMs:** 24,302
**Number of Employees:** 4,265

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**Seven Financial Service Co., Ltd.**

**Established:** 1975
**Paid-in Capital:** 1.975 billion yen
**Number of Credit Card Service Members:** 5.693 million
**Number of Electronic Money Card Issued:** 150.83 million
**Number of Employees:** 2,725

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**Auditing Office**

*President Office*

- President: Yoshimi Maruyama
- Managing Executive Officer: Junro Ito
- Managing Executive Officer: Hisataka Naguchi
- Managing Executive Officer: Hidekazu Nakamura

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**Corporation Finance & Accounting Division**

*Corporate Finance & Accounting Division*

- Director: Minoru Matsumoto
- Executive Officer: Shinosuke Takeda
- Executive Officer: Shigeki Kimura
- Executive Officer: Shinya Ishii
- Executive Officer: Hidekazu Nakamura

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**Corporate Development Division**

*Corporate Development Division*

- Director: Kazuhiro Hara
- Executive Officer: Kazuhiro Hara
- Executive Officer: Kazuko Rudy
- Executive Officer: Yoshitake Taniguchi
- Executive Officer: Katsuyoshi Harada
- Executive Officer: Mitsuko Inamasu

---

**Corporate Management Committee**

*Corporate Management Committee*

- Director: Junro Ito
- Executive Officer: Kunio Ito
- Executive Officer: Tetsuro Higashi

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**Corporate Finance & Accounting Division**

*Corporate Finance & Accounting Division*

- Director: Minoru Matsumoto
- Executive Officer: Shinosuke Takeda
- Executive Officer: Shigeki Kimura
- Executive Officer: Shinya Ishii
- Executive Officer: Hidekazu Nakamura

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**Corporate Personal Planning Division**

*Corporate Personal Planning Division*

- Director: Yukio Mafune
- Executive Officer: Yukio Mafune
- Executive Officer: Yukio Mafune
- Executive Officer: Yukio Mafune
- Executive Officer: Yukio Mafune

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**Corporate Strategic Planning Division**

*Corporate Strategic Planning Division*

- Director: Minoru Matsumoto
- Executive Officer: Shinosuke Takeda
- Executive Officer: Shigeki Kimura
- Executive Officer: Shinya Ishii
- Executive Officer: Hidekazu Nakamura

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**Corporate Social Investment Division**

*Corporate Social Investment Division*

- Director: Minoru Matsumoto
- Executive Officer: Shinosuke Takeda
- Executive Officer: Shigeki Kimura
- Executive Officer: Shinya Ishii
- Executive Officer: Hidekazu Nakamura

---

**Corporate Communication Division**

*Corporate Communication Division*

- Director: Minoru Matsumoto
- Executive Officer: Shinosuke Takeda
- Executive Officer: Shigeki Kimura
- Executive Officer: Shinya Ishii
- Executive Officer: Hidekazu Nakamura

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**Corporate Governance**

*Corporate Governance*

- Director: Minoru Matsumoto
- Executive Officer: Shinosuke Takeda
- Executive Officer: Shigeki Kimura
- Executive Officer: Shinya Ishii
- Executive Officer: Hidekazu Nakamura

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**Corporate Profile**

*Corporate Profile*

- Director: Minoru Matsumoto
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