



# Corporate Profile

## 2020-2021







## Message from the President

Products and services of the Seven & i Group, which operates approximately 22,500 stores in Japan, are used by more than 25 million customers every day. The Group also brings together a range of business lines such as convenience stores, superstores, department stores, specialty stores, and financial services. We are continually striving to create new value by leveraging the strengths of our companies in each of these areas, drawing on Group synergies, and teaming up with outside partners. In particular, we are moving forward with new initiatives relating to major topics of concern in modern society, including health, safety and security, and the reduction of our environmental footprint, all centering around the area of “food,” which is the shared foundation of the Group. Furthermore, by integrating the various business infrastructures the Group has built up, such as our store networks, information and logistics platforms, with digital transformation (DX), we aim to provide even more convenient and pleasing products and services that bring our customers fulfilling life experiences.

In addition to shifts in demographics in recent years such as the declining birthrate and aging population, the global pandemic of COVID-19 has transformed people’s everyday lives, and brought about major changes in consumer needs. To address these changes and meet the emerging needs of customers, we will work together throughout the Group to carry out further transformation and lead the way in innovation across the field of the retail service sector.

We are also taking aggressive action to tackle environmental, social, and corporate activity issues raised by the United Nation’s Sustainable Development Goals (SDGs). Under our environmental declaration “GREEN CHALLENGE 2050” formulated in 2019, we have started several highly effective initiatives to enable us to share the environment of this earth with future generations.

Based on the values of “trust and sincerity,” which has been the Group’s Creed since its founding, the Seven & i Group will continue to strive to be an indispensable part of our customers’ everyday lives, help realize a sustainable society, and grow along with the communities we serve.

**Ryuichi Isaka**

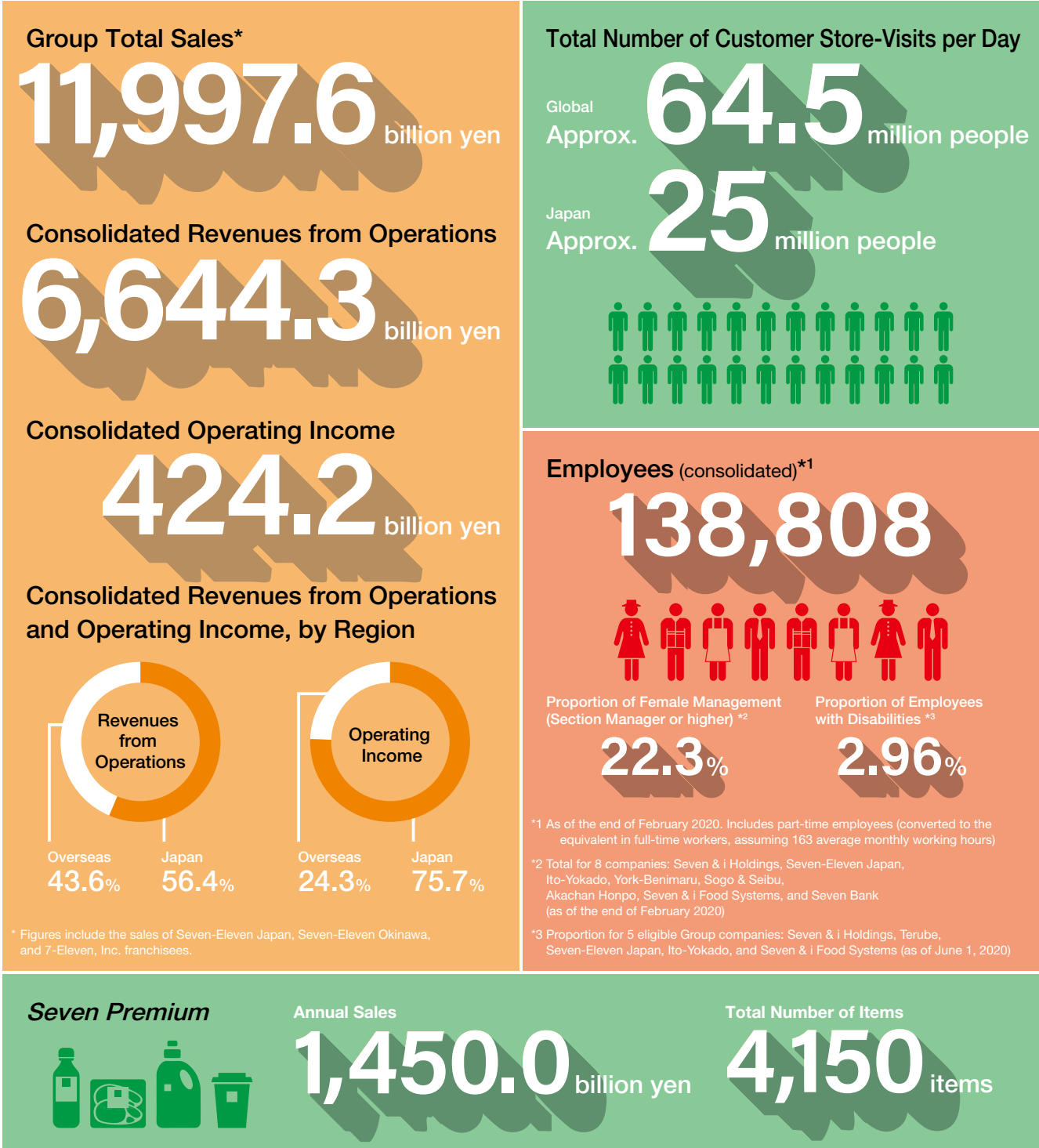
President & Representative Director



# The Seven & i Group by the Numbers

The Seven & i Group’s products and services are used by numerous customers every day. We are seeking to create new social and corporate value while leveraging the strengths of the Group.

(Fiscal year ended February 29, 2020)





# Seven & i Group: Evolving Along With Our Communities to Remain a Part of our Customers’ Daily Lives

## Major Operating Companies

### Domestic Convenience Store Operations

SEVEN-ELEVEN JAPAN CO., LTD.  
SEVEN-ELEVEN OKINAWA CO., LTD.  
Seven-Meal Services Co., Ltd.  
Seven Net Shopping Co., Ltd.  
7dream.com  
SEVEN-ELEVEN HAWAII, INC.  
SEVEN-ELEVEN (CHINA) INVEST-  
MENT CO., LTD.  
SEVEN-ELEVEN (BEIJING) CO., LTD.  
SEVEN-ELEVEN (CHENGDU) CO., LTD.  
SEVEN-ELEVEN (TIANJIN) CO., LTD.



### Overseas Convenience Store Operations

7-Eleven, Inc.



### Superstore Operations

Ito-Yokado Co., Ltd.  
York-Benimaru Co., Ltd.  
York Co., Ltd.  
SHELL GARDEN CO., LTD.  
K.K. Sanei  
Marudai Co., Ltd.  
Life Foods Co., Ltd.  
IY Foods K.K.  
York-Keibi Corporation



Seven Farm Co., Ltd.  
Ito-Yokado (China) Investment Co., Ltd.  
Chengdu Ito-Yokado Co., Ltd.  
Hua Tang Yokado Commercial Co., Ltd.  
DAIICHI CO., LTD.  
Tenmaya Store Co., Ltd.



### Department Stores

Sogo & Seibu Co., Ltd.  
IKEBUKURO SHOPPING PARK CO., LTD.  
GOTTSUOBIN CO., LTD.



### Financial Services

Seven Bank, Ltd.  
Seven Financial Service Co., Ltd.  
Seven Card Service Co., Ltd.  
Seven CS Card Service Co., Ltd.  
Bank Business Factory Co., Ltd.  
Seven Payment Service, Ltd.  
FCTI, Inc.



### Specialty Stores

Akachan Honpo Co., Ltd.  
THE LOFT CO., LTD.  
Seven & i Food Systems Co., Ltd.  
Nissen Holdings Co., Ltd.  
Barneys Japan Co., Ltd.  
Oshman's Japan Co., Ltd.  
Tower Records Japan Inc.  
Francfranc Corporation



### Other Operations

Seven & i Net Media Co., Ltd.  
Seven Culture Network Co., Ltd.  
Seven & i Create Link Co., Ltd.  
Seven & i Asset Management Co., Ltd.  
Yatsugatake Kogen Lodge Co., Ltd.  
Terube Ltd.  
PIA Corporation



# SEVEN & i GROUP



# Rain or shine, making every ordinary day even more fulfilling.

For a family sitting down at the table. For students or workers, and everyone trying their hardest. At Seven & i Group, we aim to be an indispensable part of daily living for all people.



**Let's go and find something good.**  
Wedding anniversary's tomorrow! What kind of gift would make my wife happy? I should talk it over with the Sogo & Seibu concierge. I really ought to get something to thank that coworker who helped me out the other day. The concierge told me it looked good on me, so I ended up buying a tie for myself, too.



**The joy and peace of mind of eating delicious food.**  
I want my family to eat food that's both healthy and safe. All *Seven Premium* and *Denny's* products display information about 27 different types of allergens. There are also low-sodium and other health-conscious products available. It's nice to be able to say "This is really tasty!" without having to worry.



**Life needs some excitement.**  
A daughter goes to LOFT searching for school supplies to help her along in her studies. A wife, who has been yearning lately to redecorate, pours over the pages of the Nissen website. Grandparents browse through the *Omni7* site, planning on giving their son a present. You're sure to find something exciting. That's what the Seven & i Group is all about.



**One cup offers both bitter and sweet feelings.**  
Want to take a break? The usual *Seven Café* coffee does the trick. Feeling down, or need something to lift your spirits? *Caffé Latte* brings an extra bit of delight. The original milk in the *Caffé Latte* brings out a gentle sweetness through the bitterness. It makes you want to make a fresh start again tomorrow.



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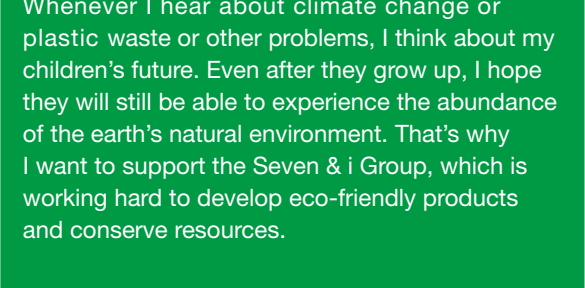
**"Convenient" means bringing ease and comfort to everyone.**  
There are more than 25,000 Seven Bank ATMs nationwide in Japan, ready whenever needed. The *Omni7* comprehensive e-commerce channel is an ally you can count on when there's no time to get to the store. Solve the inconvenience of distant shopping trips with Seven Safe Delivery Service (*Anshin Otodokebin*). When you think of it, convenience really means thoughtfulness.



**I want my children, too, to know this joy in the future.**  
Whenever I hear about climate change or plastic waste or other problems, I think about my children's future. Even after they grow up, I hope they will still be able to experience the abundance of the earth's natural environment. That's why I want to support the Seven & i Group, which is working hard to develop eco-friendly products and conserve resources.



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# Measures to Safeguard Resources and the Environment

## GREEN CHALLENGE 2050

The Seven & i Group's GREEN CHALLENGE 2050 environmental declaration sets concrete targets to be achieved by 2030 and by 2050 in relation to four themes. In order to be able to hand down a rich global environment to future generations, the Seven & i Group as a whole is making a concerted effort to reduce our environmental footprint.



The latest information is posted on our website.  
.....  
Seven & i Holdings CSR / ESG

### Targets and Progress

#### Reduction of CO<sub>2</sub> emissions

We are striving to realize further reductions in CO<sub>2</sub> emissions through the effective utilization of energy-saving measures and renewable energy, such as the adoption of LED lighting, solar panels, and storage batteries.

- Emissions associated with the operation of the Group's stores (compared to FY2013)

Target for 2030:  
30% reduction

2050 Vision:  
Reduction by at least 80%

#### Measures directed against plastic waste

The pollution of the oceans by plastic waste is a serious problem. We are working hard to reduce the consumption of plastic items, such as plastic shopping bags and plastic containers, which are used once and then disposed of.

- Plastic shopping bag usage

Target for 2030:  
Zero usage

- Containers used for original products (including Seven Premium products)

Target for 2030:  
50%

2050 Vision:  
100%

**Targets for products made of biomass, biodegradable, recyclable materials, or paper, etc.**

#### Food loss prevention and food recycling measures

There is growing concern about food loss, which involves food that is still edible being thrown away. We are working to further reduce food waste and to promote recycling.

- Amount of food waste generated

Target for 2030:  
50% reduction

2050 Vision:  
75% reduction

- Food waste recycling rate

Target for 2030:  
70%

2050 Vision:  
100%

#### Sustainable procurement

In order to offer convenient, safe and trusted products that are also environmentally friendly to our customers, we are increasing the use of food product raw ingredients that ensure sustainability.

- Food product raw ingredients used in original products (including Seven Premium products)

Target for 2030:  
50% use

2050 Vision:  
100% use

**Targets for food product raw ingredients that help to ensure sustainability**

### With customer cooperation, making the world's first "wholly recycled PET bottle" a reality

Since 2012, 820 reverse vending machines that collect PET bottles have been installed and are currently operating at Group stores\*. The *Seven Premium* brand launched *Hajime Green Tea One a Day*, packaged in the world's first "wholly recycled PET bottle" that is 100% sourced from bottles collected from these machines. This move can reduce CO<sub>2</sub> emissions by about 25% per bottle. From April 2020, we expanded the use of this bottle to three new products in the series. Also, new products in the *BODY COOLER* line of functional innerwear also use polyester fibers from recycled PET bottles. These are some of the various products that are using recycled materials.

\* Installed at Seven-Eleven, Ito-Yokado, York-Benimaru, York Mart, York Food, and York Price stores (as of the end of February 2020)



### Realizing "100% renewable energy" stores

In September 2019, trials got underway at 10 Seven-Eleven stores in Kanagawa Prefecture targeting effectively zero CO<sub>2</sub> emissions from the stores. The goal is to offset all energy used by the stores with renewable energy sources, such as by switching to high-efficiency double-sided solar panels, introducing proprietary storage batteries that reuse electric vehicle batteries, and procuring power derived from post-FIT (Feed-in Tariff) renewable energy sources.



#### Launching one of Japan's largest solar power systems for a commercial facility

In July 2020, a large-scale solar panel power generation system got up and running at Ario Ichihara, a shopping center operated by Ito-Yokado. Introducing one of the largest power generation systems of its kind in Japan, Ario Ichihara will be able to offset about a quarter of its total electricity consumption using solar power and is expected to yield a significant reduction in CO<sub>2</sub> emissions.

### Reducing plastic shopping bag use



Ito-Yokado is displaying posters in stores encouraging customers to use their own bags.

In line with the mandatory plastic bag surcharge that went into effect in Japan in July 2020, each Group company has started to charge a fee for shopping bags. Fee proceeds will be directed toward environmental conservation activities and other initiatives to reduce the environmental footprint. The Group is taking other eco-friendly measures, such as using plastic bags with 30% biomass material at Seven-Eleven stores, and using FSC-certified paper for shopping bags at Sogo & Seibu stores. Since 2009, Sogo & Seibu has also been working with customers on tree-planting activities, by allowing the option of eco-friendly gift wrapping or not using shopping bags at all.

## Seven & i Group Sustainable Initiatives/ Vital Undertakings

The Seven & i Group has been responding to changes in the social environment by providing high-value-added products and services that help to improve people's lives, and we will continue to do so in the future.

### Seven & i Group's Five Undertakings to Achieve SDGs

- 1 Providing Social Infrastructure in an Era of Aging Society and Declining Population
- 2 Providing Safety and Security through Our Products and Stores
- 3 Realizing Waste-free Utilization of Products, Ingredients and Energy
- 4 Supporting Active Roles for Women, Young People and Seniors, across the Group and in Society
- 5 Building an Ethical Society Together with Customers and Business Partners and Improving Resource Sustainability

### SUSTAINABLE DEVELOPMENT GOALS



What kind of society are we aiming to create, and what do we need to do to achieve this? The Sustainable Development Goals (SDGs) represent a guide that can help us to answer these questions. The SDGs are a set of international sustainable development objectives to be met by the year 2030, which aim to realize a global society in which "no one is left behind." All 193 United Nations (UN) member states, including Japan, have committed themselves to the realization of the SDGs.



# Seven Premium Toward Becoming a Sustainable Brand

Seven Premium was born in 2007 as a private brand across the Seven & i Group. The brand takes full advantage of the expertise of each Group company in its commitment to quality, safety, and peace of mind. The *Seven Premium* Connect Declaration was recently announced. The brand will continue taking on new challenges that connect to creating value 100 years in the future.



**Seven Premium**  
“More delicious.” “A better value.”  
*Seven Premium* responds carefully to increasingly diverse lifestyle needs to bring enjoyment and fulfillment to the dining table. The brand is constantly evolving, generating new product offerings demanded by consumers.



**Seven Premium Gold**  
*Gold* products use top-quality ingredients prepared using carefully selected techniques. It is one of our finest brands, enriching the dining table with a tastiness that satisfies every customer's palette.



**Seven Premium Fresh**  
A safe, trustworthy brand of fresh food, which closely monitors who grows the food, where, and how. *Seven Premium Fresh* connects the needs of customers seeking fresh, delicious food with the commitment of producers who take the time and effort to grow it.



**Seven Premium Lifestyle**  
Clothing, household goods, and other products backed by proven technology and quality are convenient, easy to use, and environmentally friendly. *Seven Premium Lifestyle* supports consumers' daily living with a comprehensive product lineup.



**Seven Café**  
Delicious, freshly brewed coffee made from quality beans along with bakery-grade sweets provide moments of relaxation in the daily lives of our customers.



## Seven Premium Connect Declaration

—Making connections, being connected, expanding connections—

The Seven & i Group formulated the *Seven Premium* “Connect Declaration” in order to continue to offer products that address accelerating changes in the natural environment, in consumer lifestyles, and in other facets of society. *Seven Premium* seeks to be a sustainable brand that connects with many people both in Japan and around the world.

### Response to Environmental Issues

#### Connect to the next generation by solving environmental issues

##### Specific Initiatives

- Products such as *Hajime Green Tea One a Day* are making use of “wholly recycled PET bottles” that are made from plastic bottles collected by each Group company\*.
- The *Seven Premium Lifestyle* brand markets products that use eco-friendly materials, such as the *BODY COOLER* line of functional innerwear incorporating fibers recycled from PET bottles collected at Group stores, as well as underwear that uses organic cotton.

### Health Support

#### Connecting Body and Mind Healthily

##### Specific Initiatives

- Amid diversifying health needs, the Group is developing numerous products with low sodium and sugar content.
- In addition to specified allergenic ingredients, “sugar” and “dietary fiber” have been added to the nutritional information on products.

### High-Quality Products

#### Connecting famous restaurant taste with a fulfilling dining table

##### Specific Initiatives

- As a top-end brand, *Seven Premium Gold* continues to provide high quality and taste that surpass customer expectations and address changes in consumer lifestyles.
- *Seven Premium Gold* Hamburg Steak is undergoing continual quality improvement, including 10 product renewals so far.

### A Stronger Global Response

#### Connecting to the world with Japanese quality

##### Specific Initiatives

- Currently on shelves at approximately 8,000 Seven-Eleven and Ito-Yokado stores in China, Hong Kong, Macau, Taiwan, and Singapore.
- Like other products marketed overseas, the English product name on the package of *Seven Premium* White Chocolate Langue de Chat, which is especially popular with customers in the Asian region, uses a larger font to make it easier to read, and a visual design that makes clear what's inside.

#### Seven Premium Caffé Latte

The *Seven Premium* classic beverage that brings out the deep aroma of coffee, Caffé Latte has undergone repeated renewals, in pursuit of a taste that customers want to drink every day. In March 2020, a new container was adopted that does not require film covering, thus succeeding in reducing the amount of plastic used by about 10% compared with existing products.

#### Seven Premium Mouko Tanmen Nakamoto Spicy Miso Ramen

The *Seven Premium* brand has launched a number of products through collaborations with famous restaurants. *Mouko Tanmen Nakamoto* Spicy Miso ramen is a top-selling product that replicates the taste of the popular Mouko Tanmen Nakamoto restaurant in Tokyo. Seven-Eleven Japan jointly developed the product with the restaurant and with instant noodle maker NISSIN FOODS.

#### Seven Premium Gold Gold Bread

Launched in April 2013 as a sliced bread offering a refined, soft and fluffy texture and subtle sweetness and flavor, Gold Bread has been a big hit, selling 25 million units within its first year. After that, continual improvements to the water volume and dough have been made in response to consumer demands such as for greater moistness and wheat flavor. The product underwent its 8th renewal in April 2020.

#### Seven Premium Lifestyle Organic Cotton Towels/ Inner Wear

*Seven Premium* sells towels and apparel made from organic cotton grown on land that hasn't used agricultural chemicals or chemical fertilizers for more than 3 years. To protect the richness of our forests, we sell products that use FSC-certified raw materials and support consumer lifestyles with products that are in-tune both with the environment and with consumers.







# Global Expansion

Seven & i Group operations have expanded into countries and regions worldwide, centering on convenience stores. While monitoring various regional needs and trends, and by drawing on its global store network and strong brand presence, the Group continues to offer new value and provide quality services to a wide range of customers.



## 7-Eleven, Inc.

7-Eleven, Inc., which operates 7-Eleven stores in North America, plays a critical role in the Group's growth strategy. While focusing on broadening the product line to meet changing consumer needs and expanding by the digital strategy points of contact with customers, the company has developed stores in 17 countries and regions. We are working with area licensees around the world to further enhance the value of the Seven-Eleven brand.

### 7-Eleven, Inc. Growth Strategy

#### Six-Point Plan

Having identified emerging needs through research and analysis of shifting consumer trends and markets, we are working to respond to these needs based on a six-point plan (see right). Our goal is to redefine “convenience” for a new era.

1. Providing customer experiences

2. Offering new dining experiences

3. Optimizing the supply chain
4. Driving digital strategies

5. Modernizing stores

6. Expanding the store network

### Product Differentiation Initiatives

7-*Select* private brand products focus on the “reasonable price and high quality” that consumers demand. Launched in 2004, 7-*Select* products have won a strong customer following for their insistence on taste, ingredients, and quality, as well as for being environmentally in-tune. Sales have grown alongside expansion in the product lineup. A current emphasis is on introducing more fresh food products in line with changing customer lifestyles. The product development process is currently being reviewed in collaboration with the daily food makers from Seven-Eleven Japan's exclusive commissaries.



### Digital Strategies to Further Enhance Customer Loyalty

The 7Rewards smartphone app-based point loyalty program has been well received, gaining more than 35 million members. Mobile Checkout, which allows seamless purchases and checkout using a smartphone, was also launched. Seven-Eleven will continue to leverage digital technologies to provide new shopping experiences. In addition, the 7NOW food and alcohol home delivery service has been introduced to meet the fast-growing demand in this area. This service utilizes Seven-Eleven's strength, its extensive, close-to-customer store infrastructure. The service will be further extended through collaborations with other delivery apps.



### Strengthening the Network through Aggressive Store Openings and M&A

7-Eleven, Inc. has accelerated its expansion into regions with high growth potential by aggressively opening new stores and revamping existing stores, as well as by conducting M&As in line with its expansion strategy. In January 2018, 7-Eleven acquired some of the stores of Sunoco LP, which operates numerous gas stations with backcourt amenities in prime locations. Focused store openings will continue to drive city development and meet customer needs.



### Strengthening the Seven-Eleven Brand Globally

Seven-Eleven which currently has over 70,000 stores in 17 countries and regions around the world, plans to open stores in India in 2020 and Cambodia in 2021. In addition, 7-Eleven, Inc. is offering Enhanced Licensee Support (ELS) for existing area licensees in Singapore, China (Hong Kong/Macau), UAE, Vietnam, Thailand, China (Taiwan), and South Korea. ELS involves working with Seven-Eleven Japan in product development, store management, and other initiatives to reinforce the business infrastructure.

## Global Expansion of Superstores, Department Stores, and Specialty Stores

The Seven & i Group is also accelerating global expansion of its superstore, department store, and specialty store businesses. The global network is growing both through directly managed stores operated by local subsidiaries and through stores operated by companies holding area licenses.



### First Large-Scale Shopping Center Opened Chengdu Ito-Yokado



Ito Plaza

Having opened its first store in Chengdu, in China's Sichuan Province, in November 1997, Chengdu Ito-Yokado now operates 9 stores (as of the end of February 2020). In January 2019, a large-scale shopping center called Ito Plaza was opened. The company is providing products and services that respond even more effectively to China's rapidly growing consumer market and changes in lifestyle.



### Moving Further Out onto the Asian Stage Sogo & Seibu

Sogo & Seibu is pursuing licensing business opportunities in rapidly growing regions of Asia, including Taiwan, Hong Kong, Malaysia, and Indonesia. With the slogan of “mutual benefit,” the company is working with local licensee partner companies to position Sogo and Seibu as high-end department stores that will inspire long-standing customer loyalty.



Hong Kong Sogo/  
Causeway Bay Store



### First Directly Managed Store Opened Overseas LOFT

Loft Commercial Management (Shanghai) Co., Ltd. was established in February 2020. The Xujiahui LOFT opened the following July, becoming the first directly managed LOFT store overseas. With the catchphrase *nani ka aru, kitto aru* (“You’re sure to find something here”), the store is targeting the burgeoning market of discerning Chinese consumers with the wide appeal of contemporary Japanese lifestyle goods.



### First Overseas Store Opened Akachan Honpo


In October 2019, Akachan Honpo opened Akachan Honpo Shulin, its first overseas store, in New Taipei City, Taiwan. The company aims to open other stores and an online shopping channel while researching needs and trends that differ from Japan.




# Corporate Communication Tools

## Seven & i Holdings

● Website




Find out more about the activities of the Seven & i Group. In addition to the latest news, history, and other company information, includes information on the Group's CSR activities and other initiatives.




Seven & i Holdings Homepage  
.....  
<https://www.7andi.com/en/>

● Integrated Report

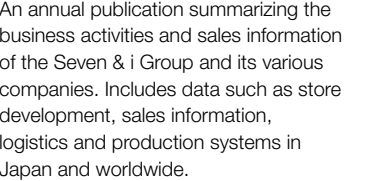


A report summarizing the management policies of Seven & i Holdings, medium- and long-term efforts to improve corporate value, and corporate governance. Also includes business strategies of each group company.




Seven & i Management Report  
.....  
<https://www.7andi.com/en/ir/library/mr>

● Corporate Outline

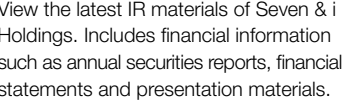


An annual publication summarizing the business activities and sales information of the Seven & i Group and its various companies. Includes data such as store development, sales information, logistics and production systems in Japan and worldwide.




Corporate Outline  
.....  
<https://www.7andi.com/en/ir/library/co/2020.html>

● Latest IR Materials

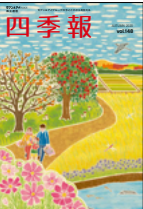


View the latest IR materials of Seven & i Holdings. Includes financial information such as annual securities reports, financial statements and presentation materials.




IR Library  
.....  
<https://www.7andi.com/en/ir/library.html>

● “Quarterly Report” Shareholder Newsletter




Shareholder newsletter showcasing the latest initiatives of the Seven & i Group and each Group company. Delivered to shareholders every three months, each issue includes a special feature on various topics.

(Japanese website)




Data from the Quarterly Report  
.....  
<https://www.7andi.com/company/quarterly.html>

● Recruitment Information for the Group Companies



Introduces the operations of each Group company and provides recruitment information.


(Japanese website)



Recruitment information  
.....  
<https://www.7andi.com/recruit.html>

## Seven-Eleven Japan


Company guide for Seven-Eleven franchisees. Presents details of the systems and measures used to support franchisees' operations.



Seven-Eleven Japan Corporate Profile  
.....  
[https://www.sej.co.jp/company/en/c\\_profile.html](https://www.sej.co.jp/company/en/c_profile.html)

## Seven Bank

Provides comprehensive details of the current state of Seven Bank's business operations and of its financial data, as well as non-financial data that drives Seven Bank's continued growth.



Integrated Report (Disclosure)  
.....  
<https://www.sevenbank.co.jp/english/ir/library/disclosure/>

## Seven & i Holdings Co., Ltd.

Established	September 1, 2005	Total Number of Employees	138,808*1 (As of the end of February 2020)
Paid-in Capital	50 billion yen	Headquarters Location	8-8 Nibancho, Chiyoda-ku, Tokyo, Japan
Business	The planning, management and operation of Group companies, including convenience stores, superstores, supermarkets, department stores, specialty stores, food services, financial services and IT services (pure holding company).	Fiscal Year Ended February 29, 2020	Group Total Sales 11,997.6 billion yen*2 Revenues from Operations 6,644.3 billion yen Operating Income 424.2 billion yen Ordinary Income 417.8 billion yen Net Income 218.1 billion yen (Exchange rate: U.S.\$1 = 109.03 yen)

\*1 Includes part-time employees (converted to the equivalent in full-time workers, assuming 163 average monthly working hours)  
\*2 “Group Total Sales” includes the sales of Seven-Eleven Japan, Seven-Eleven Okinawa, and 7-Eleven, Inc. franchisees.

## List of Officers (as of May 28, 2020)

### Board of Directors and Audit & Supervisory Board Members

President & Representative Director:	Ryuichi Isaka	Director:	Fumihiko Nagamatsu	Full-time Audit & Supervisory Board Member:	Noriyuki Habano
Vice President & Representative Director:	Katsuhiro Goto	Director:	Shigeki Kimura	Full-time Audit & Supervisory Board Member:	Yoshitake Taniguchi
Director & Managing Executive Officer:	Junro Ito	Director:	Joseph Michael DePinto	Audit & Supervisory Board Member:	Kazuhiro Hara*
Director & Executive Officer:	Kimiyoshi Yamaguchi	Director:	Yoshio Tsukio*	Audit & Supervisory Board Member:	Mitsuko Inamasu*
Director & Executive Officer:	Yoshimichi Maruyama	Director:	Kunio Ito*	Audit & Supervisory Board Member:	Kaori Matsuhashi*
		Director:	Toshiro Yonemura*		
		Director:	Tetsuro Higashi*		
		Director:	Kazuko Rudy*		

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

### Executive Officers

Managing Executive Officer:	Tomihito Saegusa	Executive Officer:	Hisataka Noguchi	Executive Officer:	Hidekazu Nakamura
Managing Executive Officer:	Takuji Hayashi	Executive Officer:	Osamu Yonetani	Executive Officer:	Minoru Matsumoto
Managing Executive Officer:	Yukio Mafune	Executive Officer:	Nobuyuki Miyaji	Executive Officer:	Mayumi Tsuruy
Managing Executive Officer:	Seiichi Ishibashi	Executive Officer:	Nobutomo Teshima	Executive Officer:	Yuji Kaneko
		Executive Officer:	Shinya Ishii		

## Organization Chart (as of August 17, 2020)

