

Management team underpinning sustainable growth



Sadanobu Takemasu

President and CEO, Representative Director, Chairman of the Board
Years on Board: 5 Company's shares held: 3,200

2014, Senior Executive Vice President, Representative Director; 2016, appointed President and CEO, Representative Director. Joined Lawson from Mitsubishi Corporation.

The management team led by the President represents human capital appointed for its varied experience and expertise to ensure the diversity required to facilitate appropriate decision-making and supervision. Several independent officers who have no potential conflicts of interest with the general shareholders are also appointed to ensure management transparency and fairness. To add further assurance, there are three independent directors, a number comprising over one-third of the total of eight directors; and five of the twelve officers, including the corporate auditors, are women.

Under the Executive Officer System, meanwhile, the roles of the members responsible for execution of business and those responsible for corporate management are separated and clarified. Lawson limits the size of the Board to enable speedy business decision-making.



Emi Osono

Member of the Board (outside)
Years on Board: 7 Company's shares held: 800

Emi Osono is an academic with in-depth knowledge of global corporate management, corporate strategies and organizational behavior.



Katsuyuki Imada

Member of the Board, Senior Executive Vice President, Director of Corporate Strategy
Years on Board: 2 Company's shares held: 1,800

In addition to experience in the employ of Mitsubishi Corporation, Katsuyuki Imada has extensive experience acquired as Lawson's CFO; Director, Corporate Strategy Division; and General Manager, Next-Generation CVS Promotion Division.



Satoshi Nakaniwa

Member of the Board, Executive Managing Officer, Chief Financial Officer
Years on Board: 2 Company's shares held: 100

Satoshi Nakaniwa has extensive knowledge of finance and accounting as well as of business investment and evaluation acquired in the employ of Mitsubishi Corporation.



Yutaka Kyoya

Member of the Board
Years on Board: 6 Company's shares held: 0

Yutaka Kyoya has a broad understanding of the living essentials field, primarily as it relates to foods, acquired in the employ of Mitsubishi Corporation



Keiko Hayashi

Member of the Board (outside)
Years on Board: 3 Company's shares held: 900

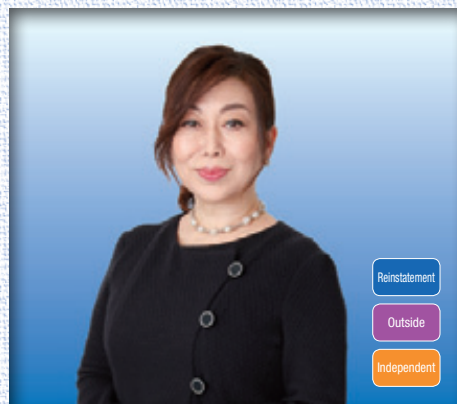
Founder of DoCLASSE, Keiko Hayashi has experience and expertise in corporate management and an in-depth knowledge of marketing.



Kazunori Nishio

Member of the Board
Years on Board: 3 Company's shares held: 0

Kazunori Nishio has extensive knowledge of the living essentials field with specialization in the retail industry acquired through experience in the employ of Mitsubishi Corporation.



Miki Iwamura

Member of the Board (outside)
Years on Board: 1 Company's shares held: 0

Miki Iwamura has extensive knowledge acquired through her work at GOOGLE LIMITED LIABILITY CO. in Japan, which encompasses management utilizing digital Big Data, marketing and brand enhancement.



Toshio Takahashi

Standing Corporate Auditor (Outside)
Years as auditor: 3 Company's shares held: 0

Toshio Takahashi has years of experience as an employee of a major bank and as a standing corporate auditor for a major IT company as well as extensive knowledge in the fields of corporate finance and accounting.



Masakatsu Gonai

Standing Corporate Auditor
Years as auditor: 2 Company's shares held: 6,600

In addition to his deep understanding of Lawson's operations based on experience acquired as branch manager and in CR executive officer and human resources management, Masakatsu Gonai has expertise in risk management and human resources development.



Eiko Tsujiyama

Corporate Auditor (outside)
Years as auditor: 8 Company's shares held: 900

Eiko Tsujiyama is an academic with in-depth knowledge of corporate finance and accounting and experience working for the Business Accounting Council of the Japanese Financial Services Agency as well as for the National Tax Council of the Japanese National Tax Agency.



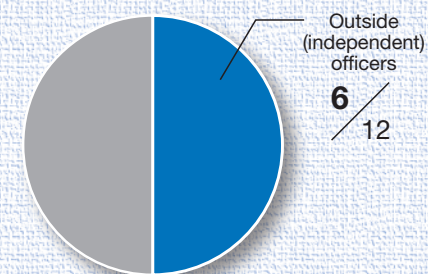
Yuko Gomi

Corporate Auditor (outside)
Years as auditor: 0 Company's shares held: 0

Yuko Gomi is an attorney with extensive business experience and broad insight based on her years of practice in corporate legal affairs and risk management and as a Legal Advisor to the Minister's Secretariat of the Cabinet Office and an Information Security Advisor to the Japan Coast Guard.

Reinforced independence through an increased ratio of outside officers

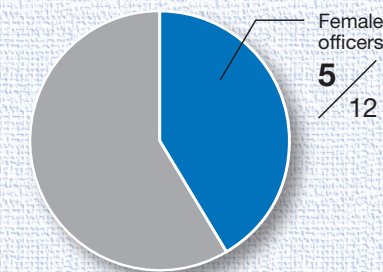
Increasing the ratio of outside officers with diverse backgrounds who bring a high level of expertise to their office has produced a system capable of verifying the appropriateness of business execution and supervising the observance of laws from an independent, objective viewpoint.



● Ratio of outside officers

Active appointment of female officers

Stressing diversity in its management, the Company is proactive in its appointment of female officers. We also pursue continuous efforts to promote career advancement of women other than officers to place more women in management positions.



● Ratio of female officers