

## Board of Directors and Officers (As of 31 May, 2011)

### Directors



**Isamu Ito**  
Member of the Board, Chairman



**Kouzou Makiyama**  
Member of the Board, President,  
Representative Executive Officer



**Hiroshi Matsui**  
Member of the Board, Advisor (External Director)



**Keiji Aritomi**  
Member of the Board (External Director)



**Munehiko Ohno**  
Member of the Board (External Director)



**Shin Takahashi**  
Member of the Board (External Director)



**Aiko Okawara**  
Member of the Board (External Director)



**Tadashi Iwashita**  
Member of the Board (External Director)



**Hiroshi Takahashi**  
Member of the Board (External Director)



**Daisuke Kotegawa**  
Member of the Board (External Director)

## Executive Officers



**Hidekazu Hirano**  
Senior Executive Officer for Business Operations



**Kazumi Kojima**  
Senior Executive Officer for Finance



**Masaaki Abe**  
Managing Executive Officer for Corporate Operations



**Shuji Kainaga**  
Executive Officer for Group Auditor Office



**Kourou Hiraide**  
Executive Officer for the Administration and Legal Group



**Koichi Yamazaki**  
Executive Officer for the Entertainment Department



**Tatsumi Imaeda**  
Executive Officer for the CS, Environment, Architectural and Design Groups



**Yuji Hirai**  
Executive Officer for the New Business, Development and Financial Administration Groups



**Takashi Sensui**  
Executive Officer for the Store Operation Headquarters



**Kazuko Hamada**  
Executive Officer for Personnel Group



**Shigeyoshi Sato**  
Executive Officer for the Overseas Business Group



**Hideki Noguchi**  
Executive Officer for the Accounting, Finance and IR Groups



**Hajime Inoue**  
Executive Officer for the Store Promotions Group



**Tomoyuki Yamaki**  
Executive Officer for Store Planning Group