

Board of Directors



Hideki Moriya

President and CEO,
Representative Director
Born in 1977

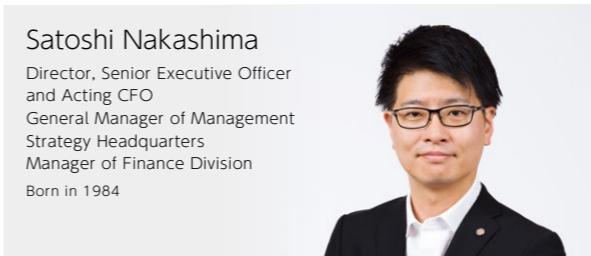
Mar. 2000	Graduated from the Faculty of Commerce, Chuo University Joined the Company
Jul. 2007	General Manager of Chiba Branch, Sales Headquarters of the Company
Aug. 2009	Head of Logistics Division of the Company
Jul. 2010	Head of Promotion Strategy Division of the Company
Dec. 2010	Head of Fair Trade Division of the Company
Sep. 2019	Executive Officer of the Company
Nov. 2019	General Manager of Operation Management Headquarters of the Company General Manager of Risk Management Headquarters of the Company
Jul. 2020	Managing Executive Officer, General Manager of Management Strategy Headquarters and Head of Executive Committee of the Company General Manager of IT Support Headquarters of the Company
Sep. 2020	Director, Managing Executive Officer, General Manager of Management Strategy Headquarters and Head of Executive Committee of the Company Director of Don Quijote Co., Ltd. (current position)
Jul. 2021	Director, Managing Executive Officer and CSO, General Manager of Management Strategy Headquarters and Head of Executive Committee of the Company Director of Don Quijote Co., Ltd. (current position)
Oct. 2022	Director, Managing Executive Officer and CSO, General Manager of Management Strategy Headquarters and Head of Executive Committee of the Company Director, Managing Executive Officer, General Manager of Management Strategy Headquarters and Head of Executive Committee of the Company
Jan. 2024	Director, Managing Executive Officer, CSO, Acting CFO, General Manager of Management Strategy Headquarters and Head of Executive Committee of the Company Representative Director, Senior Managing Executive Officer, CSO General Manager of Management Strategy Headquarters and Head of the Executive Committee of the Company
Sep. 2024	Representative Director, Senior Managing Executive Officer, CSO General Manager of Management Strategy Headquarters and Head of the Executive Committee of the Company
Sep. 2025	President and CEO, Representative Director of the Company (current position)



Kosuke Suzuki

COO and Representative Director
Born in 1976

Mar. 2000	Graduated from the Faculty of Engineering, Chiba Institute of Technology Joined the Company
Oct. 2009	Category Leader of Section 1 Business Division, Sales Headquarters of the Company
Feb. 2013	General Manager of Saikyo Branch, Sales Headquarters of the Company
Jul. 2015	Director of Don Quijote Holdings Retail Management Co., Ltd.
Sep. 2017	Director of the Company
Sep. 2018	Executive Officer of the Company
Jan. 2019	Director of UNY Co., Ltd.
Jul. 2020	Director of UD Retail Co., Ltd.
Jul. 2021	Vice President and Representative Director of UD Retail Co., Ltd. Senior Executive Officer of the Company Director of Don Quijote Co., Ltd.
Sep. 2022	Vice President and Representative Director of Don Quijote Co., Ltd.
Oct. 2022	Managing Executive Officer, Head of Corporate Philosophy Promotion Headquarters and Head of New Format Development Headquarters of the Company
Sep. 2023	President and Representative Director of UD Retail Co., Ltd. (current position)
Sep. 2024	Representative Director, Senior Managing Executive Officer, Head of Corporate Philosophy Promotion Headquarters and Head of New Format Development Headquarters of the Company
Sep. 2025	COO and Representative Director of the Company (current position) President and Representative Director of Don Quijote Co., Ltd. (current position)



Satoshi Nakashima

Director, Senior Executive Officer and Acting CFO
General Manager of Management Strategy Headquarters
Manager of Finance Division
Born in 1984

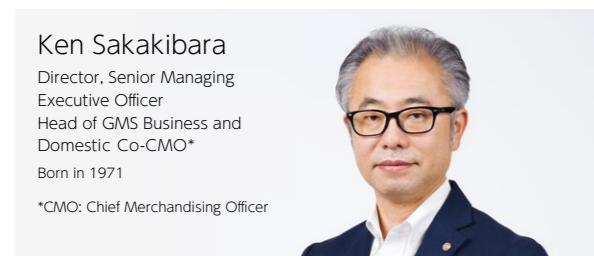
Mar. 2007	Graduated from the Faculty of Economics and Business Administration, The University of Kitakyushu Joined the Company
Apr. 2007	Manager of Operation Support Division of Kyushu Branch of the Company
Feb. 2016	Manager of Operation Support Division and Manager of Inbound Support Division of Western Japan Sales Headquarters of Pure Don Quijote of the Company
Apr. 2017	Manager of Editorial Planning Division of Cost Management Headquarters
Nov. 2019	Manager of Editorial Planning Division of Cost Management Headquarters of the Company
Apr. 2020	Manager of Editorial Planning Division of Cost Management Headquarters of the Company
Aug. 2020	Manager of Cost Management Division of Cost Management Headquarters of the Company
Oct. 2020	Manager of Business Planning Division of Management Strategy Headquarters of the Company
May 2023	Executive Officer of the Company
Jul. 2023	Manager of Management Strategy Headquarters Office of Management Strategy Headquarters of the Company
Feb. 2025	Director of Japan Asset Marketing Co., Ltd. (current position)
Sep. 2025	Director, Senior Executive Officer and Acting CFO
Oct. 2025	General Manager of Management Strategy Headquarters Manager of Finance Division (current position)



Hitomi Ninomiya

Director and Executive Officer
Head of Diversity Management and Corporate Communications
Head of Design
Born in 1983

Mar. 2005	Graduated from the Faculty of Engineering, Chiba University Joined the Company
Apr. 2014	General Manager of Space Creation Division of Don Quijote Co., Ltd.
Jul. 2018	General Manager of Store Solution Management Division of Don Quijote Co., Ltd.
Nov. 2019	Manager of Space Design Division of the Company
Nov. 2020	Executive Officer, Head of Design and Chairman of Diversity Management Committee
Sep. 2021	Director and Executive Officer, Chairman of Diversity Management Committee and Head of Design of the Company
Oct. 2025	Director, Executive Officer Head of Diversity Management and Corporate Communications Head of Design (current position)



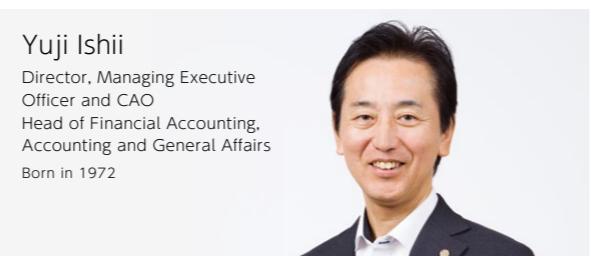
Ken Sakakibara

Director, Senior Managing Executive Officer
Head of GMS Business and Domestic Co-CMO*

Born in 1971

*CMO: Chief Merchandising Officer

Mar. 1997	Graduated from the Faculty of Business Administration, Tokyo Keizai University
Oct. 1997	Joined the Company
Jul. 2015	Director of Don Quijote Holdings Retail Management Co., Ltd
Jan. 2018	Executive Officer of the Company
Jun. 2019	General Manager of Food and Liquor Merchandising Development Headquarters of Don Quijote Co., Ltd.
Sep. 2019	Director, Managing Executive Officer and Co-COO of the Company Senior Managing Director of Don Quijote Co., Ltd.
Jul. 2020	Director, Managing Executive Officer and CMO (Non-Food) of the Company Senior Managing Director and COO of Don Quijote Co., Ltd.
Sep. 2020	Director of UNY Co., Ltd.
Jul. 2021	Director of Don Quijote Co., Ltd.
Sep. 2021	Senior Executive Officer, Co-CMO and ANSWER MAN Committee Member of the Company
Sep. 2022	Senior Executive Officer, Domestic Co-CMO and ANSWER MAN Committee Member of the Company
Oct. 2023	Managing Executive Officer, Head of GMS Business, Domestic Co-CMO and ANSWER MAN Committee Member of the Company
Sep. 2024	Director, Senior Managing Executive Officer, Head of GMS Business, Domestic Co-CMO* of the Company
Oct. 2025	Director, Senior Managing Executive Officer, Head of GMS Business & Domestic Business Co-CMO* of the Company (current position)



Yuji Ishii

Director, Managing Executive Officer and CAO
Head of Financial Accounting, Accounting and General Affairs
Born in 1972

Mar. 1995	Graduated from the College of Humanities and Social Sciences, Ibaraki University
Sep. 2008	Joined the Company
Jan. 2013	Manager of Financial Accounting Division, Administration Headquarters of Don Quijote Shared Services Co., Ltd.
Jul. 2015	Deputy General Manager of Administration Headquarters of Don Quijote Shared Services Co., Ltd.
Jul. 2016	Director of Don Quijote Holdings Retail Management Co., Ltd.
Jul. 2017	General Manager of Administration Headquarters of Don Quijote Shared Services Co., Ltd.
Sep. 2017	Director of the Company
Oct. 2017	General Manager of General Accounting Headquarters of Don Quijote Shared Services Co., Ltd.
Feb. 2018	Representative Director of Don Quijote Shared Services Co., Ltd.
May 2019	President and Representative Director of Pan Pacific Shared Service Co., Ltd.
Sep. 2019	Director and Executive Officer of the Company
Jul. 2021	Director, Managing Executive Officer, and CAO of the Company
Jan. 2024	Director, Managing Executive Officer, and CAO of the Company
Sep. 2024	Head of Finance, Financial Accounting, Accounting and General Affairs of the Company
Sep. 2025	Audit and Supervisory Board Member of Don Quijote Co., Ltd. (current position)



Isao Kubo

Outside Director
Born in 1958

Mar. 1982	Graduated from the School of Economics, Kwansei Gakuin University
Apr. 1982	Joined C. Itch & Co., Ltd.
Apr. 2005	General Manager of Brand Marketing Department 3 of ITOCHU Corporation
Apr. 2008	General Manager of Planning & Coordinating Department, Textile Company of ITOCHU Corporation
Apr. 2011	Vice President CAO of ITOCHU International Inc. and President & CEO of ITOCHU Canada Ltd.
Apr. 2013	Executive Officer and General Manager of Corporate Planning & Administration Division of ITOCHU Corporation
Apr. 2016	Managing Executive Officer and General Manager of Internal Audit Division of ITOCHU Corporation
Apr. 2017	Director, Managing Executive Officer, General Manager of Management Division, Chairman of Risk Management & Compliance Committee, Chairman of Corporate Social Responsibility Committee and Assistant General Manager of Corporate Planning Division of former FamilyMart Co., Ltd.
May 2017	Managing Executive Officer and General Manager of General Affairs and Human Resources Division of FamilyMart UNY Holdings Co., Ltd. (currently FamilyMart Co., Ltd.)
Sep. 2017	Managing Executive Officer and General Manager of Corporate Planning Division of FamilyMart UNY Holdings Co., Ltd. (currently FamilyMart Co., Ltd.)
Mar. 2018	Senior Managing Executive Officer and General Manager of Corporate Planning Division of FamilyMart UNY Holdings Co., Ltd. (currently FamilyMart Co., Ltd.)
May 2018	Director, Senior Managing Executive Officer and General Manager of Corporate Planning Division of FamilyMart UNY Holdings Co., Ltd. (currently FamilyMart Co., Ltd.)
May 2019	Director, Senior Managing Executive Officer, Chief Strategy Officer and General Manager of Corporate Planning Division of FamilyMart UNY Holdings Co., Ltd. (currently FamilyMart Co., Ltd.)
Sep. 2020	Outside Director of the Company (current position)
Apr. 2021	Advisor of FamilyMart Co., Ltd.
Jun. 2021	Standing Audit and Supervisory Board Member (outside) of ITOCHU ENEX CO., LTD.
Jun. 2024	Senior Managing Executive Officer and Unit President of Corporate Administration Unit of SKY Perfect JSAT Corporation
Apr. 2025	Board Director, Senior Managing Executive Officer and Unit President of Corporate Administration Unit of SKY Perfect JSAT Corporation (current position)



Yasunori Yoshimura

Outside Director (Audit and Supervisory Committee Member)
Born in 1949

Mar. 1975	Graduated from Keio University School of Medicine
Nov. 1995	Professor of Keio University (Department of Obstetrics and Gynecology, School of Medicine)
Jun. 2007	Chairperson of the Executive Board of Japan Society of Obstetrics and Gynecology
Nov. 2010	President of Japan Society for Reproductive Medicine
Jun. 2011	Outside Director of ASKA Pharmaceutical Co., Ltd.
Aug. 2011	President of Japan Society of Gynecologic and Obstetric Endoscopy and Minimally Invasive Therapy
Oct. 2012	Chairman of YOSHIMURA BIOETHIC INSTITUTE (current position)
Mar. 2013	Special Advisor to the Cabinet (in charge of measures to counter the declining birthrate and support for child-raising)
Nov. 2013	Outside Audit and Supervisory Board Member of the Company
Apr. 2014	Professor Emeritus of Keio University (Department of Obstetrics and Gynecology) (current position)
Jul. 2015	Honorary Director of Shin-yurigaoka General Hospital (current position)
Sep. 2015	Vice President of Fukushima Medical University (current position)
Sep. 2016	Outside Director (Audit and Supervisory Committee Member) of the Company (current position)
May 2019	Representative Director of Childbirth/Child-Raising Comprehensive Support Promotion Organization
Dec. 2019	Chairman of the Board of "1 more Baby ohendan" Foundation
Apr. 2021	Outside Director of ASKA Pharmaceutical Holdings Co., Ltd.
May 2023	Outside Director of mederi Inc. (current position)

Board of Directors

**Jumpei Nishitani**

Outside Director (Audit and Supervisory Committee Member)
Born in 1971

Mar. 1995	Graduated from the Faculty of Economics, The University of Tokyo
Mar. 1997	Earned a master's degree from the Faculty of Economics, The University of Tokyo
Mar. 2000	Obtained scores for doctorate degree and resigned from Graduate School of Economics, The University of Tokyo
Apr. 2000	Assistant Professor, Faculty of Management and Economics, Aomori Public University
Apr. 2005	Assistant Professor, College of Business Administration, Ritsumeikan University
Aug. 2009	Visiting Fellow, The University of British Columbia
Apr. 2015	Professor, College of Business Administration, Ritsumeikan University (current position)
Sep. 2017	Outside Director (Audit and Supervisory Committee Member) of the Company (current position)
Jan. 2019	Member of the Defense Procurement Council of the Acquisition, Technology, & Logistics Agency (current position)

Masaharu Kamo

Outside Director (Audit and Supervisory Committee Member)
Born in 1967



Mar. 1992	Graduated from the Faculty of Law, The University of Tokyo
Apr. 1992	Joined McKinsey & Company
Jun. 1996	Director, Executive Vice President of Nikkodo Co., Ltd.
Nov. 2000	Director, Executive Vice President of USEN CORPORATION
Jun. 2010	Managing Executive Officer of Lawson, Inc.
Mar. 2014	Senior Managing Executive Officer of Lawson, Inc.
Nov. 2016	Representative Director of Office Kamo Co., Ltd. (current position)
Dec. 2016	Senior Advisor of Deloitte Tohmatsu Financial Advisory LLC
Jul. 2017	Partner of McKinsey & Company
Apr. 2020	Executive Officer, Corporate Senior Vice President of Toshiba Corporation
Sep. 2022	Outside Director (Audit and Supervisory Committee Member) of the Company (current position)
Mar. 2024	Outside Director of AGEST, Inc. (current position)
May 2024	Outside Director of JERA Cross Co., Inc. (current position)

Takao Yasuda

Director (non-standing)
Founding Chairman and Supreme Advisor
Born in 1949



Mar. 1973	Graduated from the Faculty of Law, Keio University
Sep. 1980	Established Just Co., Ltd. (currently Pan Pacific International Holdings Corporation)
	President and Representative Director
Sep. 2005	Chairman, Representative Director and CEO of the Company
Dec. 2005	Chairman of Yasuda Scholarship Foundation (current position)
Apr. 2013	Chairman, President, Representative Director and CEO of the Company
Aug. 2013	President, Representative Director of Don Quijote Preparatory Co., Ltd. (currently Don Quijote Co., Ltd.)
Dec. 2013	Chairman and Representative Director of Don Quijote Co., Ltd.
Jul. 2014	Chairman, Representative Director and CEO of the Company
Jul. 2015	Founding Chairman and Supreme Advisor of the Company (current position)
	Director (Chairman, President and CEO) of Pan Pacific International Holdings Pte. Ltd. (currently Pan Pacific Retail Management (Singapore) Pte. Ltd.)
Dec. 2018	President/Director of Pan Pacific Strategy Institute Pte. Ltd. (current position)
Jan. 2019	Director (non-standing) of the Company (current position)
Apr. 2019	President of Pan Pacific Retail Management (Asia) Pte. Ltd.
Jul. 2020	Director, Chairman and CEO of Pan Pacific Retail Management (Singapore) Pte. Ltd.
Mar. 2023	Chairman/Director of Pan Pacific Retail Management (Asia) Pte. Ltd. (current position)

Yusaku Yasuda

Director (non-standing)
Born in 2001

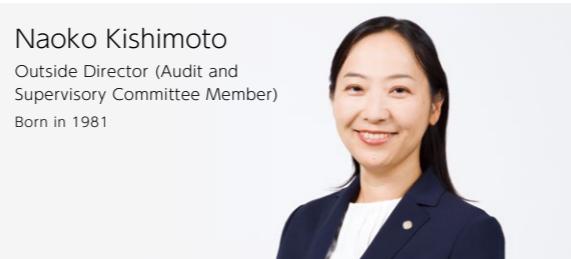


Jul. 2019	Participated in an internship at the Company
Jun. 2020	Graduated from Brillantmont International School
Aug. 2022	Admitted to EHL Swiss School of Tourism and Hospitality
Oct. 2023	Participated in an internship at Dogenzaka Hotel Management Inc. (Hotel Indigo Tokyo Shibuya)
Jan. 2024	Director of Pan Pacific Retail Management (Asia) Pte. Ltd. (current position)
Jun. 2024	Director of Pan Pacific Retail Management (USA) Co. (current position)
Sep. 2024	Vice Chairman of Yasuda Scholarship Foundation (current position)
Apr. 2025	Director (non-standing) of the Company (current position)
	Director of Mikuni Restaurant Group, Inc. (current position)

**Takaki Ono**

Outside Director (Audit and Supervisory Committee Member)
Born in 1965

Mar. 1988	Graduated from the Faculty of Economics and Business Administration, Yokohama City University
Apr. 1988	Joined The Sumitomo Bank, Limited (currently Sumitomo Mitsui Banking Corporation)
Apr. 2016	Executive Officer, General Manager of Unit 1, Shinjuku Corporate Banking Sales Department of Sumitomo Mitsui Banking Corporation
Apr. 2017	Executive Officer, Head of Wholesale Banking Department of Sumitomo Mitsui Banking Corporation
	Executive Officer, Head of Wholesale Banking Planning Department of Sumitomo Mitsui Financial Group, Inc.
Apr. 2018	Managing Executive Officer, Head of Wholesale Banking Department of Sumitomo Mitsui Banking Corporation
	Managing Executive Officer, Assistant to General Manager of Wholesale Banking Business Division of Sumitomo Mitsui Financial Group, Inc.
Apr. 2019	Managing Executive Officer, Deputy Head of Wholesale Banking Unit (in charge of West Japan) of Sumitomo Mitsui Banking Corporation
	Managing Executive Officer, Assistant to General Manager of Wholesale Banking Business Division of Sumitomo Mitsui Financial Group, Inc.
Apr. 2021	Managing Executive Officer, Deputy Head of Wholesale Banking Unit and General Manager of Corporate Banking Division of Sumitomo Mitsui Banking Corporation
	Managing Executive Officer, Deputy General Manager of Wholesale Banking Business Division of Sumitomo Mitsui Financial Group, Inc.
Apr. 2022	Managing Executive Officer, in charge of Private Advisory Division and in charge of Transaction Business Division of Sumitomo Mitsui Banking Corporation
	Managing Executive Officer, in charge of Settlement Planning Department of Sumitomo Mitsui Financial Group, Inc.
Apr. 2024	Advisor of Sumitomo Mitsui Banking Corporation
Aug. 2024	Outside Director of First-corporation Inc. (current position)
Sep. 2024	Outside Director (Audit and Supervisory Committee Member) of the Company (current position)

**Naoko Kishimoto**

Outside Director (Audit and Supervisory Committee Member)
Born in 1981

Mar. 2004	Graduated from the Faculty of Law, Keio University
Mar. 2007	Graduated from Graduate School of Law, Kyoto University
Jan. 2009	Joined Nobunori Ishizaki Law Offices
Jul. 2009	Joined Yamazaki Sogo Law Offices
Jan. 2011	Joined Abe, Mukaihata & Suzuki Law Offices
Sep. 2016	Visiting Researcher of Law School, Duke University, USA
Jan. 2019	Joined Yamazaki Sogo Law Offices
Jan. 2021	Joined Horino Law Office
Sep. 2022	Established Kishimoto Law Office, Representative (current position)
Sep. 2024	Outside Director (Audit and Supervisory Committee Member) of the Company (current position)

**Naoki Yoshida**

Director
Born in 1964

Mar. 1988	Graduated from College of Liberal Arts, International Christian University
Dec. 1995	Graduated from INSEAD (MBA)
	Joined McKinsey & Company Inc. Japan
Mar. 1997	Joined Union Bancaire Privée
Aug. 2002	Established Alter Ego Consulting Co., Ltd.
	President and Representative Director
Feb. 2003	President and Representative Director of T-ZONE HOLDINGS, INC.
Jul. 2007	Joined the Company
	Head of Overseas Business Headquarters
	President of Don Quijote (USA) Co., Ltd.
Sep. 2012	Director of the Company
Nov. 2013	Senior Managing Director of the Company
Dec. 2013	Director of Don Quijote Co., Ltd.
	Director of Nagasakiya Co., Ltd.
Jul. 2015	Senior Managing Director and CCO of the Company
Jan. 2018	Senior Managing Director and CAO (Representative Director) of the Company
Jan. 2019	Director of UNY Co., Ltd. (current position)
Sep. 2019	President and CEO, Representative Director of the Company
	President and Representative Director of Don Quijote Co., Ltd.
Sep. 2025	Director of the Company (current position)