

## Board of Directors

As of March 29, 2019



Saburo Kogo

Representative Director  
Chairman of the Board



Kazuhiro Saito

Representative Director  
President & Chief Executive Officer



Hideo Tsujimura

Executive Vice President, Member of the Board  
Chief Operating Officer of MONOZUKURI Division  
Senior General Manager of Research and Development Department



Yuji Yamazaki

Senior Managing Executive Officer,  
Member of the Board  
Division COO, Corporate Management Division



Josuke Kimura

Senior Managing Executive Officer,  
Member of the Board  
Division CEO, Japan Business Division



Nobuhiro Torii

Director, Member of the Board

**Important Concurrent Position**

Representative Director and Executive  
Vice President of Suntory Holdings Limited



Yukari Inoue

Outside Director, Independent Officer,  
Member of the Board

**Important Concurrent Position**

Managing Director of Kellogg Japan G.K.  
Outside Director of JC Comsa Corporation



Kozo Chiji

Director, Member of the Audit and Supervisory Committee



Harumichi Uchida

Outside Director, Independent Officer,  
Member of the Audit and Supervisory Committee

**Important Concurrent Position**

Attorney of TMI Associates



Mika Masuyama

Outside Director, Independent Officer,  
Member of the Audit and Supervisory Committee

**Important Concurrent Position**

President and Representative Partner of Masuyama & Company LLC.  
Outside Director of KOKUYO Co., Ltd.

# Q & A

## Three Questions to Outside Directors

- Q1: What do you consider SBF's unique strengths?  
Q2: What kind of innovation do you think will lead to further growth for SBF?  
Q3: How would you define your role as one of SBF's outside directors?

Yukari Inoue

Outside Director



**A1** I think that the core strengths of SBF can be found in its clearly defined corporate mission, as expressed in the words *Mizu To Ikiru*, and its corporate DNA, including the *Yatte Minahare* spirit. SBF has a wonderful corporate culture in which every employee, regardless of their age and the area in which they work, can speak freely and try new ideas. I am also very impressed by the company's capacity for action; once a strategic direction has been decided, the entire organization perseveres as one toward that goal.

**A2** However large SBF grows, I hope it never loses sight of its entrepreneurial spirit. Large corporations need to be alert to competition, not from other large corporations, but from entrepreneurs starting up new businesses in kitchens and warehouses. I believe that SBF has many employees who are driven by the desire to create new value. The company needs to provide an environment in which those people can turn their ideas into reality.

**A3** As an independent outside director and a representative of the general shareholders, I believe that my role is to help SBF to enhance its corporate value, not only by participating in discussions as a kind of yardstick within the company, but also by using my own experience to provide input at meetings of the Board of Directors in order to broaden the scope of thinking within the company. I also hope to be a source of inspiration for career advancement by female employees of SBF.

Harumichi Uchida

Outside Director



**A1** I believe that the strength of SBF comes from its strong attitude of freedom, open-mindedness, and willingness to take up new challenges, and from a shared culture based on respect for the individuality and collective diversity of its employees. From a business development perspective, the company is constantly driven by the spirit of innovation to discover and create market demand. Even more important is the fact that SBF is a group of people who really enjoy their work.

**A2** To achieve further growth, SBF needs to strengthen the processes through which it modifies its action plans and other policies, while sharing clearly defined medium- and long-term plans, formulating and implementing specific action plans, and verifying the results. Another priority is the reinforcement of governance, compliance, and risk management systems in order to prevent the company's willingness to take up new challenges from slipping into recklessness.

**A3** Making use of my experience consulting for businesses in making appropriate management decisions concerning various legal issues in Japan and overseas, my primary role is to provide SBF's executives with appropriate advice from risk management and compliance perspectives. I aim to support the company's business strategies by providing advice that is based on positive rather than passive or negative perspectives.

Mika Masuyama

Outside Director



**A1** The primary source of SBF's strength is its people. My impression of SBF employees is that they think positively and optimistically, even when things do not go according to plan, and that they get things done quickly. I am particularly impressed by their proactiveness to express their own views clearly to their superiors and their colleagues, and by their strong-willed and self-disciplined approach to work. I hope that SBF will always be an organization in which people with these qualities are recognized and valued.

**A2** It is challenging for SBF to deliver results continuously while expanding its business in Japan and overseas through organic growth as well as corporate acquisition and partnerships. As their workforce becomes larger and more diverse, the key to growth will be the way in which SBF strengthens its *Yatte Minahare* spirit and how it achieves results by putting it into practice.

**A3** The talent on which I have based my career is the ability to achieve results with a diverse range of people in multinational corporations. As a representative of the general shareholders, I constantly anticipate future developments from an independent perspective. I also hope to use my experience to provide advice on how to achieve results by motivating diverse talents. In addition, I want to contribute to the global implementation of proactive governance in ways that align with the *Yatte Minahare* spirit.