

Executive Officer Voices



Using Mitsubishi Corporation's resources to enhance the value of Lawson.

Kiyotaka Kikuchi
Member of the Board
Executive Vice President, Group CEO, Consumer Industry Group (Concurrently) Division COO, Retail Div., Mitsubishi Corporation

The convenience store has become a more integral part of our lifestyles than ever due to the impact of the COVID-19 pandemic. It has taken on increased importance as social infrastructure. This change in role is irreversible and likely to gain further momentum, driven by the continuing demographic trend of an aging population. Going forward, consumers will focus not on the number of stores but on their quality. I hope that stores will implement digitalization as much as possible, while improving their merchandise assortments and service levels. Each store should aim to be a unique presence in the community, with an identity that reflects the needs of local consumers.

Mitsubishi Corporation will provide functional support to help Lawson respond to these changes and enhance its value. As we do so, we will also consider, from a variety of perspectives, what Lawson means for society. Industry One, a joint venture between Mitsubishi Corporation and Nippon Telegraph and Telephone Corporation (NTT), will combine Mitsubishi Corporation's knowledge with NTT's digital technology to help optimize Lawson's supply chain. Another key initiative is data marketing that uses Lawson's purchase data and KDDI's location information to reduce both waste loss and opportunity loss. In addition, with the SMARI service, rental and e-commerce products that are being returned are loaded for return delivery onto Mitsubishi Shokuhin trucks that have come to the stores to deliver other products. This enhances both convenience for consumers and delivery efficiency.

As a member of the Board of Directors, I will fully utilize Mitsubishi Corporation's resources to support Lawson's self-sustained growth. I will draw from the knowledge I have gained over many years working with the food industry and in management to provide analysis and insights from a macro perspective and from a consumer perspective. In this way, I hope to play a role in supporting Lawson's medium- to long-term sustainable growth.



Respect for Lawson's attitude of continuing to take on challenges with a spirit of trial and error.

Keiko Hayashi
Member of the Board (outside)
President and CEO,
DoCLASSE Co., Ltd.

Lawson's Board of Directors is characterized by a high ratio of women, who bring a wide range of expertise from a variety of fields. That diversity creates a unique, open atmosphere in which we can engage in energetic discussions. In the five years since I became an outside member of the Board, the effectiveness of the Board of Directors has steadily increased under the sincere personality and leadership of President Takemasu. In Challenge 2025, I see a determination in Lawson to transform itself into a company that creates new value by embracing the new normal as an opportunity. The introduction of food delivery services such as Uber Eats, medicine delivery services, and other value-added services such as Machikado Chubo in-store kitchens and dispensing pharmacies are major strengths of Lawson as it aims offer new forms of convenience going forward. The Lawson Group is working to address the SDGs through initiatives based on the "Lawson Blue Challenge 2050!" environmental vision. There could also be an opportunity for a different approach in which Lawson works together with its franchise stores under the concept of achieving the SDGs together with customers by leveraging the 14,000 stores across Japan and 4,000 stores overseas as points of contact with consumers. Outside members of the Board must always bear in mind the perspectives of individual shareholders and other stakeholders. For this reason, we also share our opinions candidly at board meetings. One excellent trait of Lawson is that when the team realizes that there is a better way to do something, they reflect on that and try to change without hesitation. I have high hopes for Lawson as it continues to embrace challenges with a spirit of trial and error.