

Vol.30

Mentor President and CEO, Representative Director, Chairman of the Board of Lawson, Inc.
And Director and Chairman of the Board of SEIJO ISHII CO.,Ltd.



Sadanobu Takemasu

Keidanren *Women's Executive Network*

Leadership Mentor Program

Opportunity in Crisis



May 17, 2024

Keidanren Women's Executive Network

Leadership Mentor Program Vol.30

May 17, 2024 Keidanren Kaikan, Otemachi, Tokyo

With Every Crisis Comes Opportunity

My career began at Mitsubishi Corporation. I worked in beef imports, but after import restrictions were eased, oversupply led to fierce market competition. Because our company owned overseas ranches and processing plants, it found itself facing substantial losses. Eventually, the team I belonged to was disbanded. While my peers were starting impressive assignments and training abroad, I was transferred to a subsidiary meat wholesaler. In retrospect, it was certainly a challenging situation. To overcome it, I personally visited the sales frontlines and continued to promote our products. By engaging directly with customers and understanding their needs in detail, I was able to provide them with the right products. This approach earned trust and support from both business partners and customers, leading to increased sales. Seeing this success, the pork team reached out to me, and I was called back to the head office. This experience taught me that when you persevere through challenging times, your efforts will be noticed by someone.

Rising to the Challenge During COVID

During the pandemic, Lawson lived up to its role as a challenger striving to be useful to all and as essential workers for the local community. We continued operations both in Japan and abroad, providing the community with a reliable place to turn to during uncertain times. Notably in Wuhan, China,

we became the last line of defense, supplying citizens with daily essentials. In Japan, at the suggestion of employees, we provided a total of 600,000 rice balls free of charge to after-school facilities nationwide upon request, donated products to medical professionals, and supported dairy farmers—helping the community in a time of crisis in ways that Lawson could.

Believing that with a once-in-a-century crisis like the pandemic comes a once-in-a-century opportunity, we visited our stores nationwide, observed changes in local communities, and accelerated store renovations and product innovations to fit the changes in lifestyles and values. As a result, we were able to reach KPIs set for fiscal 2025 two years ahead of schedule, in addition to achieving the highest profits in company history.

The Future Vision of the Lawson Group

Going forward, as the “Global Real × Tech Convenience” Lawson Group, we are committed to creating stores that deliver a new kind of convenience through leveraging technology, while also providing the warmth and human touch that can only be experienced in a physical retail space. In the long term, we hope to encourage the creation of “Happy Lawson Towns” where local residents can live conveniently while helping to solve societal issues such as regional revitalization, declining birthrates, aging population, as well as healthcare and nursing care needs.

Mentor Profile

Sadanobu Takemasu

President and CEO,
Representative Director,
Chairman of the Board
of Lawson, Inc.
And Director and Chairman
of the Board of SEIJO ISHII
CO.,Ltd.

- May 2024 SEIJO ISHII CO.,Ltd,
Director and Chairman of the Board (present)
- March 2017 President and CEO,
Representative Director,
Chairman of the Board (present)
- June 2016 President and COO,
Representative Director
Lawson, Inc., Senior
Executive Vice President,
- May 2014 Representative Division
Executive Assistant to
President & Chief Executive
Officer Corporate
Administration Department and
Corporate Strategy &
Planning Department
- April 2010 Mitsubishi Corporation,
Corporate Communications
Department
- April 2005 Transferred to Indiana
Packers Corporation,
Indiana, U.S.A.
- June 2002 Joined Mitsubishi
Corporation
- April 1993 Osaka University B.A.
Economics
- March 1993

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