

Investors' Guide For the Year Ended March 31, 2018

2018

Statements in this report concerning the future do not constitute pledges of business performance.
 Information contained in this report is subject to change without prior notification.

August 2018 Ichiyoshi Securities Co.,Ltd.



# CREDO (Mission Statement)

## **Management Philosophy**

Remain a firm of customers' trust and choice

# **Management Objective**

To be a "Name-Brand Boutique House" in the financial industry

## **Action Guidelines**

Gratitude, Integrity, Courage, Responsiveness, Continuity

Long-term Good Relation

## For Our Employees

Respecting employees' individuality and striving for human resource cultivation

## The Ichiyoshi Spirit

Fighting on with passion and sincerity

#### **Job Satisfaction**

Building a free and invigorated corporate climate that optimizes employees' abilities and creativity by prioritizing teamwork

### For Our Shareholders

Striving for continuous improvement in performance and corporate value

#### Return to Shareholders

Raising business profitability and strengthening financial health, then returning profits to shareholders

#### Information Disclosure

Ensuring business management transparency through appropriate disclosure and investor relation activities

#### For Our Customers

Aiming to be every customer's first choice

## **Customer Prioritization**

Always providing advice with sincerity from the customer's standpoint

## **Quality Services**

Responding to social and market changes and providing high-quality products and services

### For Society

Contributing to the development of society as a participant in the financial and securities markets

#### Social Responsibility

Complying with laws and regulations and behaving with high ethical standards

#### Social Contribution

Contributing to the development of regional communities and securities markets through corporate activities

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#### Forward-Looking Statements

Contents

This investors' guide contains forward-looking statements about the future plans, strategies, financial position, and performance of Ichiyoshi Securities (the "Company") and its consolidated subsidiaries.

These forward-looking statements are based on the assumptions derived from market trends, economic conditions, intensifying competition in the financial industry, laws and regulations, tax systems, and other information that is currently available to the Company. There is the possibility that the future financial position and performance will differ from these forecasts as a result of changes in the business environment or other factors.

## Message from the President

# Moving forward with synergistic effects under Triangular Pyramid

Under the management philosophy of "Remain a Firm of Customers' Trust and Choice," we aim to be a name-brand boutique house in the securities industry, something that has not existed in Japan before.

Thanks to your support, I believe that we were able to achieve a steadfast progress in the previous fiscal year ended March 31, 2018. This was a full-blast reflection of 20-old years of synergies arising from advice and sales capabilities of Ichiyoshi Securities Co., Ltd. and asset-management capabilities of Ichiyoshi Asset Management Co., Ltd. based on the research capabilities of Ichiyoshi Research Institute Inc. Among other products, the outstanding asset balance of "Dream Collection," a fund-wrap investment vehicle, crossed the 100 billion yen mark (as of the end July 2018).

We will continue to base our product proposals to customers on the basic concept of "conserve," "spend" and "grow" matching customers' needs. On this basis, we will present product combinations consisting of active assets riding on the platform of core assets, thereby providing more customer-suitable



performance.

By continuing to evolve the unique strength of the Ichiyoshi group, we will further make advances in our Triangular Pyramid Management and achieve a steady progress toward building a name-brand boutique house.

We ask for your continued guidance and support.

minoru Kohayashi

August 2018

Minoru Kobayashi

President, Representative Executive Officer & Director

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# Medium-term Management Plan and Management Strategies

# Medium-term Management Plan

## Medium-term Management Plan

Numerical Targets (Period: Until March 2020) Customer assets under custody

JPY 3.5
trillion

Number of lead-managed companies in 70 companies

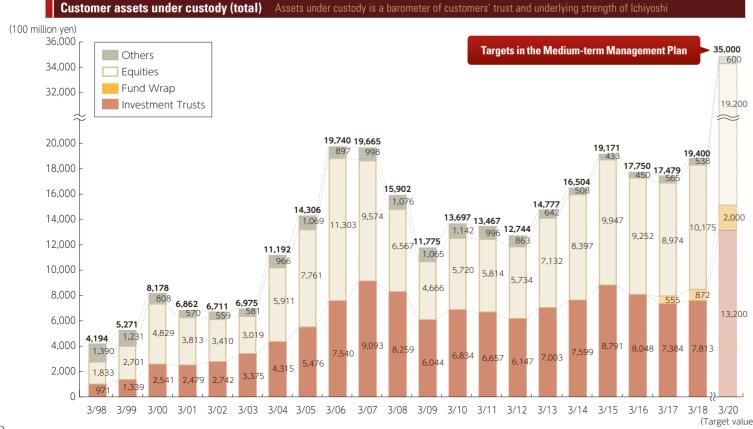
ROE 15% or more

## Basic principle regarding products for individual customers

"We will not sell products merely because they are popular" The Seven "Ichiyoshi Standards" in effect for 20 years or so

- We do not handle publicly offered structured bonds
- We handle only highly rated bonds; we do not handle non-investment-grade bonds
- We do not handle a private placement fund
- We do not solicit individual foreign equities. We recommend foreign equities be held in investment trusts
- Asset management companies are chosen for their trustworthiness and consistency
- We do not solicit futures or options
- We do not handle foreign exchange margin trades

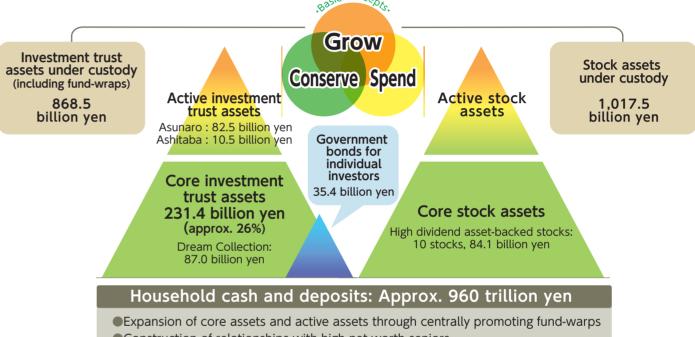




# Future Management Strategies

# 1 Expanding assets under custody in order to achieve the targets of the Medium-Term Management Plan

High net-worth individuals: Expanding assets under custody through proposal sales based on the concepts of "conserve," "spend" and "grow".



- Construction of relationships with high net-worth seniors
- Development of new customers and activating inactive customers

(As of March 31, 2018)

# 2 Synergistic effects produced by Triangular Pyramid Management



# Medium-term Management Plan and Management Strategies

## Information on Consolidated Subsidiaries

## Ichiyoshi Research Institute Inc.

As the Research Division of the Ichiyoshi Group, the Ichiyoshi Research Institute (IRI) specializes in research for small- and mid-size growth companies in Japan and emerging market companies.

- In the 2017 Best Research House Rankings, IRI was ranked top in the "Access to growth markets" category for the 14th consecutive year.
- IRI employs 18 analysts who regularly follow approximately 520 stock companies. (As of the end of March, 2018)
- IRI creates reports for approximately 720 companies each year, and is focused on identifying promising stocks.

▶ Image of companies followed by IRI Total listed companies: Approx. 3,700

Companies for which daily comments are posted: Approx. 830

Companies for which reports are created: Approx. 720

Universe companies: Approx. 520

Rated companies: Approx. 250

Note: REIT are included in the number of total listed companies for April 2018. Source: Ichivoshi Research Institute Inc

https://www.ichiyoshi-research.co.jp/

#### Access Ranking in the Emerging Market Category "Access to growth markets

Rank	Company	Access ratio
1	Ichiyoshi Research Institute	28.39%
2	Nomura Securities	13.41%
3	Tokai Tokyo Research Institute	8.86%
4	SMBC Nikko Securities	6.96%
5	Mitsubishi UFJ Morgan Stanley Securities	6.41%
6	Ace Economic Research Institute	6.29%
7	Daiwa Securities Group	6.15%
8	Mizuho Securities	6.06%
9	Credit Suisse Securities	2.56%
10	IwaiCosmo Securities	2.52%

Source: J-MONEY, Spring 2018

## Ichiyoshi Asset Management Co., Ltd.

Ichiyoshi Asset Management (IAM) is an asset management company that operates discretionary investment management and investment advisory services for institutional investors and investment trusts, in addition to operating an investment trust management business.

- •IAM operates an asset management business that collects the Ichiyoshi Securities Group expertise in identifying and managing small- and mid-cap companies and emerging growth companies.
- •IAM aims to acquire excess earnings through active management.
- •IAM utilizes exhaustive bottom-up research to identify growth companies.





## Ichiyoshi Business Service Co., Ltd

Ichiyoshi Business Service aims to provide a wide range of business services and operates in three main business areas: agency business such as insurance and back-office management, real estate business, and financial products brokerage and introductions.

In the insurance and back-office management business, we are actively working for business development in order to meet the needs of a diverse range of customers. At present, in addition to agency business such as sales of office supplies through Kaunet, we are also operating a wide-ranging solutions business for disaster readiness and prevention, and for cost-cutting.

https://www.ichiyoshi-bs.co.jp/

## 3 Strengthening and improving corporate governance

## Corporate Governance

The 16th Corporate Governance Survey Top 10 companies in "JCGIndex 2017"

Rank	2017 Rank	JCGIndex	Company
1	1	89	Sony
2	2	80	Ichiyoshi Securities
3	5	79	Eisai
3	2	79	Hitachi
5	8	78	Konica Minolta
5	2	78	OMRON
5	5	78	Sumida Corp.
8	_	76	** (two companies)
10	9	74	Ichigo

\*Company name omitted at the company's request

## **■** JCGIndex Company's Changes

	Rank	JCGIndex
2017	2	80 points
2016	2	79 points
2015	2	<b>78</b> points
2014	2	78 points
2013	2	77 points
2012	12	74points
2011	9	74points
2010	8	71 points
2009	18	72points

Source: Japan Corporate Governance Research Institute (JCGR) (Ranking data was announced on February 26, 2018.)

### **JCGIndex**

This survey has been conducted annually since 2002 by the Japan Corporate Governance Research Institute (JCGR) of listed companies on the First Section of the Tokyo Stock Exchange.

It investigates the conditions of corporate governance at each company and ranks them according to the degree to which corporate governance requirements are satisfied.

For details, see the JCGR homepage.

JCGR (Search) http://www.cg-net.jp/jcgr/index.html

## **Main Ichiyoshi Activities**

## **Company with Three-Committees System**

- •In June 2003, we introduced the "committeebased company" governance framework that is now referred to as a "Company with Three-Committees System (Nominating, Audit and Remuneration)"
- •We have constructed a separate governance framework to ensure that management decision-making and audit functions, as well as business execution functions, are all functioning effectively.

## **General Meeting of Shareholders**

- So that more shareholders can attend the meeting. in 2001 we began holding the General Meeting of Shareholders on Saturdays, and in 2005 we moved the meeting to a hotel with a large seating capacity.
- Beginning from 2002, we have held a shareholders' reception following the General Meeting of Shareholders as an opportunity for communication between executives and shareholders.

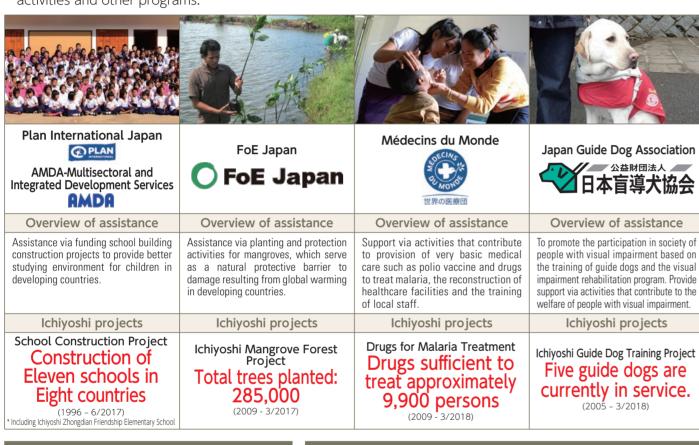
## **IR Activities**

- Beginning from 2000, we have held information meetings for institutional investors, and now hold them following the announcement of the second quarter and fourth quarter busi-
- Beginning from 2000, we have conducted information meetings for individual investors, and participated in the Nagoya Stock Exchange IR EXPO in Nagoya on July 20 and 21, 2018.
- Beginning from 2005, we have conducted IR for overseas institutional investors.

# Medium-term Management Plan and Management Strategies

## Sustainability: Examples of Ichiyoshi social contribution activities aimed at sustainable growth

- ■The Sustainable Development Goals (SDGs) were adopted by the United Nations General Assembly in 2015, and we believe that efforts to improve sustainability and the consequential active disclosure of ESG information are important responsibilities of our company as a member of society.
- ■In addition to contributions through our main business, we also will engage in a variety of social contribution activities and other programs.



### Ichiyoshi's activities for contributing to society started here.



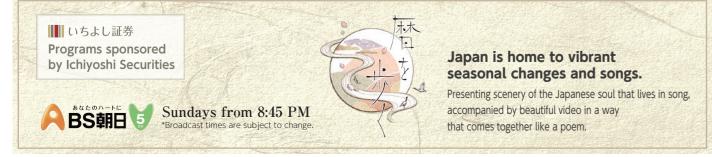
Zhongdian District, Yunnan Province, China Ichiyoshi Zhongdian Friendship **Elementary School** 

In February 1996, a magnitude 7 earthquake struck China's Yunnan Province. We contributed the funds for construction of an elementary school to help with the recovery from this major disaster

## Ichiyoshi Mangrove Forest Project

Through FoE Japan, we have been planting and maintaining mangrove trees on the Indonesian island of Java beginning from 2009. This project started in Tapak Village in Semarang City, and by March 2017 participants had planted a total of 285,000 trees. Beginning from 2015, we expanded this activity to Bandungan Village in Pekalongan City, and also launched a project to support communities that have been affected by climate change.





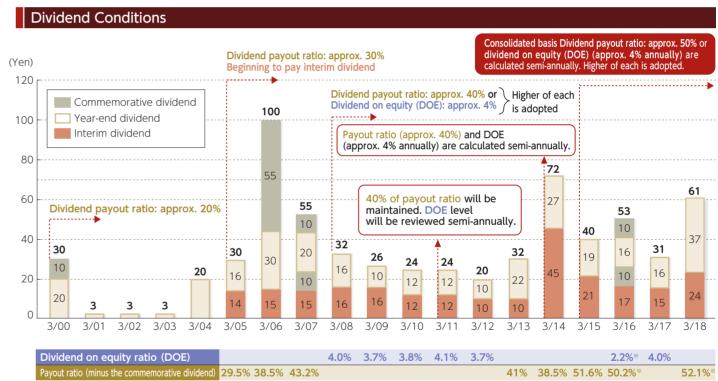
## **Shareholder Return Policy**

The values shown here are calculated on a semi-annual basis

One of Ichiyoshi's core management policies is to make an appropriate earnings distribution to its shareholders. Ichiyoshi places its stress on a continuous stream of dividend payment linked to business result. In deciding on an amount of dividend payment, payout ratio is a basic measure. Additionally, DOE (namely, ratio of dividends to shareholders' equity) measure is taken into account for continuous stream of dividend payment.

Specifically, Ichiyoshi has currently adopted the payout ratio of approximately 50% and the DOE of approximately 2%, the both measures being calculated semi-annually on a consolidated basis and the largest result of calculation between the two measures being chosen.

Under this dividend policy, an interim dividend per share paid out of retained earnings to shareholders of record as of September 30, 2017 was 24 yea, based on the payout ratio, and a final dividend per share payable out of retained earnings to shareholders of record as of March 31, 2018 was 37 yen, also based on the payout ratio. Thus, the annual total of dividend per share was 61 yen.



Dividend on equity ratio (DOE)			4.0%	3.7%	3.8%	4.1%	3.7%			2.2%*	4.0%	
Payout ratio (minus the commemorative dividend)	29.5% 38.5%	43.2%						41%	38.5% 51.6%	50.2%*		52.1%*

\*For the fiscal period ending of March 2016, we adopted the payout ratio for the interim dividend and DOE for the year-end dividend.

Retirement of shares						
	Bought-back and retired shares	Acquisition price	Retirement ratio			
September 1998 to January 2004	11,841,000 shares	264.55yen	20.2%			
January to March 2008	1,699,200 shares	1,032.31yen	3.5%			
November 2008 to January 2009	1,957,500 shares	673.03 yen	4.2%			

Reference: Total number of shares issued as of March 31, 2018; 44,431,386 shares (of which, 1,699,220 shares of treasury stock)

TOTAL 27.9%

# Financial Section

## Consolidated Balance Sheets (Year ended March 31, 2018 and 2017)

Consolidated Balance Sheets (Year ended March 31, 2018 a				
	2018	2017		
(Assets)				
Current assets	52,582	47,533		
Cash and deposits	13,795	18,249		
Cash segregated as deposits	5,783	9,933		
Trading products	189	317		
Trading securities and other	189	317		
Trade date accrual	_	1		
Margin transaction assets	24,018	13,875		
Loans on margin transactions	23,766	13,302		
Cash collateral pledged for securities borrowing on margin transactions	252	573		
Loans secured by securities	0	_		
Cash collateral pledged for securities borrowed	0	_		
Advances paid	36	22		
Cash paid for offering	6,194	3,400		
Short-term loans receivable	5	10		
Accrued income	1,902	1,299		
Deferred tax assets	547	317		
Other current assets	113	109		
Allowances for doubtful accounts	-5	-2		
Non-current assets	6,089	6,173		
Property, plant and equipment	2,901	3,291		
Buildings, net	887	1,016		
Equipment	566	612		
Land	1,427	1,646		
Lease assets, net	20	16		
Intangible assets	565	617		
Goodwill	_	8		
Software	564	434		
Software in progress	_	172		
Other	1	1		
Investments and other assets	2,621	2,263		
Investment securities	1,388	1,249		
Long-term loans receivable	17	16		
Long-term guarantee deposits	1,021	914		
Net defined benefit asset	161	66		
Deferred tax assets	13	2		
Other	29	24		
Allowances for doubtful accounts	-9	-10		
Total assets	58,671	53,706		

1)	(Mil	lions of yen)
	2018	2017
(Liabilities)		
Current liabilities	21,462	20,081
Trading products	0	0
Derivatives	0	0
Trade date accrual	3	_
Margin transaction liabilities	7,466	4,925
Borrowings on margin transactions	7,045	3,802
Cash received for securities lending on margin transactions	421	1,123
Deposits received	7,015	11,609
Guarantee deposits received	1,903	1,245
Accounts for non-received securities and others	0	0
Short-term loans payable	210	210
Lease obligations	5	4
Income taxes payable	2,121	333
Provision for bonuses	1,077	694
Other current liabilities	1,658	1,057
Non-current liabilities	355	344
Long-term loans payable	223	263
Lease obligations	15	11
Deferred tax liabilities	80	34
Deferred tax liabilities for land revaluation	7	7
Other noncurrent liabilities	27	27
Reserves under special laws	211	180
Reserve for financial products transaction liabilities	211	180
Total liabilities	22,029	20,607
(Net assets)		
Shareholders' equity	37,063	33,792
Capital stock	14,577	14,577
Capital surplus	8,655	8,687
Retained earnings	15,360	12,135
Treasury shares	-1,530	-1,608
Accumulated other comprehensive income	-736	-990
Valuation difference on available-for-sale securities	223	35
Revaluation reserve for land	-1,125	-1,187
Remeasurements of defined benefit plans	164	162
Share acquisition rights	256	231
Non-controlling interests	58	65
Total net assets	36,641	33,099
Total liabilities and net assets	58,671	53,706

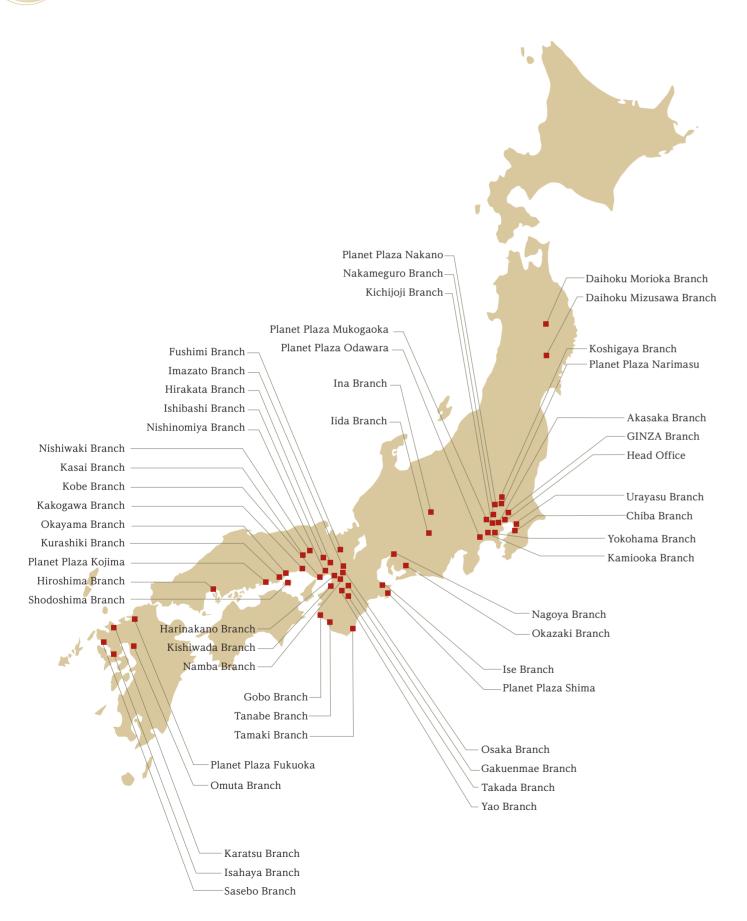
## Consolidated Income Statements (Year ended March 31, 2018 and 2017)

	2018	2017
Operating revenue	26,502	20,714
Commission received	24,616	18,857
Commission to consignees	9,823	7,070
Commission for underwriting, secondary distribution and solicitation for selling and others for professional investors	570	361
Fee for offering, secondary distribution and solicitation for selling and others for professional investors	6,777	5,642
Other fees received	7,444	5,782
Net trading income	123	209
Financial revenue	310	237
Other operating revenue	1,451	1,409
Financial expenses	92	66
Other operating expenses	1,340	1,309
Net operating revenue	25,069	19,338
Selling, general and administrative expenses	17,928	16,344
Trading related expenses	1,853	1,600
Personnel expenses	10,296	9,254
Real estate expenses	1,953	1,816
Office cost	2,391	2,394
Depreciation	430	406
Taxes and dues	358	300
Provision of allowance for doubtful accounts	1	_
Other	642	571
Operating profit	7,141	2,994
Non-operating income	119	108
Dividends from investment securities	19	22
Gain on investments in partnership	54	43
Insurance and dividend income	25	20
Other	18	21
Non-operating expenses	30	24
Loss on investments in partnership	7	4
Miscellaneous losses	22	18
Other	1	1
Ordinary profit	7,229	3,077
Extraordinary income	91	71
Gain on sales of investment securities	26	27
Gain on sales of non-current assets	58	38
Gain on reversal of share acquisition rights	7	3
Reversal of reserve for financial products transaction liabilities	_	1
Extraordinary losses	147	94
Loss on retirement of non-current assets	13	5
Loss on sales of non-current assets	6	63
Loss on sales of investment securities	_	0
Loss on valuation of investment securities	0	_
Loss on valuation of golf club memberships	_	13
Cancellation cost of system use	_	10
Bad debts written off	_	1
Impairment loss	96	_
Provision of reserve for financial products transaction liabilities	30	_
Profit before income taxes	7,173	3,054
Income taxes - current	2,363	836
Income taxes - deferred	-206	17
Total income taxes	2,156	853
Profit Profit	5,016	2,200
Profit attributable to non-controlling interests	21	17

## Consolidated Comprehensive Income Statements (Year ended March 31, 2018 and 2017)

•		(Millions of yen)
科目	2018	2017
Profit	5,016	2,200
Other comprehensive income		
Valuation difference on available-for-sale securities	188	-19
Revaluation reserve for land	_	662
Remeasurements of defined benefit plans, net of tax	2	-28
Total other comprehensive income	191	614
Comprehensive income	5,207	2,814
(Comprehensive income attributable to)		
Comprehensive income attributable to owners of parent	5,185	2,797
Comprehensive income attributable to non-controlling interests	22	17

# Directory (As of August 1, 2018)



# **Company History**

▶ October 1948       Registered as a securities dealer under the Securities and Exchange Act         ▶ April 1949       Became a regular member of Osaka Securities Exchange (now Osaka Exchange, Inc.)         ▶ August 1950       Changed company name to Ichiyoshi Securities Co., Ltd.         ▶ December 1962       Established Ichiyoshi Real Estate Co., Ltd. (name changed to Ichiyoshi Business Service Co., Ltd. in June 1999 (now a consolidated subsidiary))         ▶ April 1968       Received licensing as a securities dealer under the amended Securities and Exchange Act         ▶ October 1971       Became a regular member of Tokyo Stock Exchange (now Tokyo Stock Exchange, Inc.)
▶ August 1950       Changed company name to Ichiyoshi Securities Co., Ltd.         ▶ December 1962       Established Ichiyoshi Real Estate Co., Ltd. (name changed to Ichiyoshi Business Service Co., Ltd. in June 1999 (now a consolidated subsidiary))         ▶ April 1968       Received licensing as a securities dealer under the amended Securities and Exchange Act
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(now a consolidated subsidiary))  April 1968 Received licensing as a securities dealer under the amended Securities and Exchange Act
October 1971 Became a regular member of Tokyo Stock Exchange (now Tokyo Stock Exchange, Inc.)
October 1986 Established Ichiyoshi Investment Management Co., Ltd. which took over the research arm of Ichiyoshi Securities
November 1986 Changed overseas office in Hong Kong to a local subsidiary, establishing Ichiyoshi International (H.K.) Ltd.
► May 1987 Established Ichiyoshi Research Center Inc. (name changed to Ichiyoshi Research Institute Inc. in April 1990) to take over the research functions of Ichiyoshi Investment Management
► April 1989 Listed on the Second Sections of Tokyo Stock Exchange and Osaka Securities Exchange
▶ December 1998 Registered as a securities firm under the amended Securities and Exchange Act
▶July 2000 Changed the expression of the official name of Ichiyoshi Securities Co., Ltd. in Japanese
▶July 2000 Moved head office to Chuo-ku, Tokyo
▶July 2000 Changed the expression of the official name of Ichiyoshi Investment Management Co., Ltd. in Japanese
▶July 2000 Changed the expression of the official name of Ichiyoshi Research Institute Inc. in Japanese
▶ December 2000 Ichiyoshi Investment Management Co., Ltd. became a consolidated subsidiary of the Company
▶ December 2000 Ichiyoshi Research Institute Inc. became a consolidated subsidiary of the Company
▶ June 2003 Adopted a "company with three committees system" (Now, "Company with three committees (Nominating, Audit and Remuneration)) governance frame
► March 2006 Listed on the First Sections of Tokyo Stock Exchange and Osaka Securities Exchange
July 2006 Ichiyoshi IR Institute Inc. established as a consolidated subsidiary
▶ September 2007 Registered as a financial instruments business operator under the Financial instruments and Exchange Act
► February 2009 Introduction of Operating Officers system
► August 2009 Liquidated Ichiyoshi IR Institute Inc.
► February 2010 Liquidated Ichiyoshi International (H.K.) Ltd.
February 2010 Acquired a substantial stake in lida Securities Co., Ltd., and made the company an equity-method-applied affiliate
► April 2010 Merged with Tamaki Securities Co., Ltd.
▶ October 2010 Acquired a substantial stake in Daihoku Securities Co., Ltd., and made the company an equity-method-applied affiliate
▶ January 2011 Merged with lida Securities Co., Ltd.
▶ January 2011 Merged with Sasebo Securities Co., Ltd.
▶ February 2012 Merged with Ise Securities Co., Ltd.
► May 2012 Company name of Ichiyoshi Investment Management Co., Ltd. changed to Ichiyoshi Asset Management Co., Ltd.
► March 2013 Merged with Daihoku Securities Co., Ltd.
► April 2014 Ichiyoshi Asset Management Co., Ltd. started operating an investment trust management business
▶ December 2014 Merged with Nishiwaki Securities Co., Ltd.

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## Stock Information (As of March 31, 2018)

Issued No. of shares

44,431,386 (of which, 1,699,220 treasury shares)

Shareholder Register Administrator

Mitsubishi UFJ Trust and Banking Corporation

Audit Corporation

Shareholders

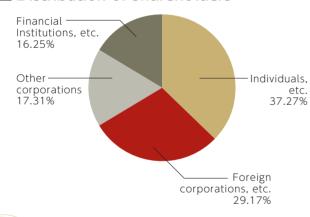
Ernst & Young ShinNihon LLC

## ■ Top 10 shareholders and their holdings

Shareholder	Holdings (Thousands of Shares)	Ownership(%)
Nomura Land and Building Co., Ltd.	5,298	12.39
Japan Trustee Services Bank, Ltd. (Trust Account)	1,523	3.56
STATE STREET BANK AND TRUST COMPANY	1,434	3.35
NORTHERN TRUST CO. (AVFC) RE HCR00	1,382	3.23
The Master Trust Bank of Japan, Ltd. (Trust Account)	1,273	2.98
NORTHERN TRUST CO. (AVFC) RE IEDU UCITS CLIENTS NON LENDING 15 PCT TREATY ACCOUNT	1,142	2.67
Nomura Research Institute, Ltd.	879	2.05
Japan Trustee Services Bank, Ltd. (Trust Account 5)	790	1.85
RBC ISB S/A DUB NON RESIDENT/TREATY RATE UCITS-CLIENTS ACCOUNT	725	1.69
GOVERNMENT OF NORWAY	673	1.57

\*Excluding treasury shares

## ■ Distribution of Shareholders



## ■ Stock Price (Tokyo Stock Exchange, Monthly Basis)



# Corporate Data (As of March 31, 2018)

Company Name

Founded

Head Office

Ichiyoshi Securities Co., Ltd. (Ticker symbol 8624)

August 18, 1950

2-14-1 Hatchobori, Chuo-ku, Tokyo, Japan

Capital Stock

¥14.577 million Employees (Consolidated) 1,051

Listed

Tokyo Stock Exchange (1st Section)

This guide is intended to provide information on Ichiyoshi Securities Co., Ltd., and is not intended as a solicitation for investment. Please make the final decision on any investment in marketable securities based on information in this guide on your own judgment. Investment in any product etc. mentioned in this guide may require you to pay prescribed commissions for the product (in the case of transactions in equities, up to 1.4040% including tax, of the value of the transaction (minimum commission of ¥3,240 including tax), and in the case of an investment trust, the expenses such as purchase commissions and trust fees set for each trust. Products can incur losses due to change in prices. As commissions etc. and risks may vary according to products, please thoroughly read documents provided before contract conclusion, prospectuses and information for customers for the relevant product.

Ichiyoshi Securities Co., Ltd.

Financial instruments business operator registered with the Kanto Local Finance Bureau (registration No. 24) Member association: Japan Securities Dealers Association, Japan Investment Advisers Association

# Director/Executive Officer/Operating Officer (As of August 31, 2018)



#### **Board of Directors**

From left to right in the back row: Kota Sakurai, Kenro Kakeya, Akira Gokita, and Takashi Ishikawa From left to right in the front row: Shiro Tateishi, Masashi Takehi, and Minoru Kobayashi

Dire	ectors
Masashi Takehi	Chairman of the Board of Directors Member of the Nominating Committee
	Member of the Remuneration Committee
Minoru Kobayashi	Director
Shiro Tateishii	Director
Akira Gokita	Outside Director Member of the Nominating Committee (Chairman) Member of the Remuneration Committee Member of the Audit Committee
Kenro Kakeya	Outside Director Member of the Remuneration Committee (Chairman) Member of the Nominating Committee
Takashi Ishikawa	Outside Director Member of the Audit Committee (Chairman)

Outside Director

Audit Committee

Member of the

Executive Officers	
President, Representative Executive Officer	Minoru Kobayashi
Managing Executive Officer	Shiro Tateishi
Executive Officer	Toru Koyama

Operating Officers	
Senior Operating Officer	Masaki Yano
Senior Operating Officer	Mikio Nio
Senior Operating Officer	Hiroshi Ryugen
Senior Operating Officer	Hirofumi Tamada
Senior Operating Officer	Masayoshi Takahash
Operating Officer	Kiyotaka Mochida
Operating Officer	Masao Sugiura
Operating Officer	Kazuaki Sato
Operating Officer	Mitsuyoshi Matsumur
Operating Officer	Kenichi Asada
Operating Officer	Shoichi Yamazaki
Operating Officer	Jiro Tsuboi
Operating Officer	Masami Takeda
Operating Officer	Yoshihisa Rikitake
Operating Officer	Hiroki Shimada

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Kota Sakurai