

# Institutional Investor



Best CEOs, CFOs, IR Professionals, IR Programs,  
Best Corporate Governance, ESG/SRI Metrics & Analyst Days

# EMPOWER YOUR IR

USING THE IN-DEPTH FEEDBACK FROM THE 2018 ALL-JAPAN EXECUTIVE TEAM RANKINGS

## BENCHMARK

your IR program

Examine the strengths and challenges of your program relative to your peers across ten specific IR functions

## UNCOVER

what investors and analysts really think

Direct commentary from voters offers an insider perspective on your company, executives and those of your peers



# Institutional Investor

IR PERCEPTION STUDY

## TARGET

investors you want

It's segmented rankings—by region, AUM, and more—offer insight into your most sought-after investors



## EVALUATE

executive performance

With in-depth rankings and voter commentary regarding your sector's best CEOs and CFOs



## BEST PRACTICE

insights from top IR programs across Japan

Based on feedback from over 102 IROs



**YOUR IR PERCEPTION STUDY INCLUDES RANKINGS IN THESE "BEST PRACTICE" AREAS**

SENIOR EXECUTIVES ARE ACCESSIBLE

THE IR TEAM IS WELL INFORMED AND EMPOWERED TO SPEAK AUTHORITATIVELY ON THE COMPANY'S BEHALF

THE COMPANY PROVIDES A TIMELY AND APPROPRIATE LEVEL OF FINANCIAL DISCLOSURE

QUALITY OF MEETINGS THROUGH ROAD SHOWS/ REVERSED ROAD SHOWS/ CONFERENCES

THE COMPANY RESPONDS QUICKLY AND THOROUGHLY TO REQUESTS

HOSTING THE MOST CONSTRUCTIVE CONFERENCE CALLS

QUALITY OF CORPORATE DOCUMENTS AND INVESTOR KIT MATERIALS

THE COMPANY IS COMMITTED TO CORPORATE GOVERNANCE

THE COMPANY DELIVERS INSIGHT AND USEFUL REPORTS ON ESG/SRI METRICS

THE COMPANY'S WEBSITE PROVIDES THOROUGH AND EASY-TO-ACCESS INVESTOR INFORMATION



Empower your IR today:

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# Institutional Investor

## ALL-JAPAN BEST INVESTOR RELATIONS



TOP-RANKED CEOs, CFOs,  
IR PROFESSIONALS,  
IR PROGRAMS, CORPORATE  
GOVERNANCE, ESG/SRI  
METRICS AND ANALYST DAYS



The commentary herein is intended to highlight results, trends, and patterns. In no event, however, should this text be construed to constitute any type of managerial or organizational recommendation from *Institutional Investor*. In the course of gathering information for these surveys, *Institutional Investor* seeks the opinions of senior executives in corporations, fund management groups, and securities firms to develop rankings and evaluations of individual teams and firms. These rankings measure qualitative performance based on voters' expressed opinions on research, sales, trading, investment banking, and investor relations. While every care has been taken in researching and compiling the information contained in this publication, the publishers and directors of Institutional Investor accept no responsibility for any errors or omissions howsoever arising to the maximum permitted by law.

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## OVERVIEW

### Who participates in the study?

Institutional Investor is the industry's most trusted source for research and rankings among top analysts and portfolio managers. For the 2018 ranking, we collected the opinions of 867 portfolio managers and buy-side analysts and 135 sell-side analysts.

### When is the polling conducted?

Polling is conducted annually from November and ends in December.

### How are the results tabulated?

Voters rank the top-four companies that they believe demonstrate excellence in each of four IR characteristics or performance attributes. Their votes are then weighted by the rank they have assigned each company and aggregated to produce buy-side, sell-side and combined buy- and sell-side rankings for each sector.

### How are the results disseminated?

The top-three places in each of our IR rankings are announced in May on our website, which enjoys a global audience of more than 115,000 senior-level executives. The rankings presented include Best IR Program, as well as Best CEO, CFO, IR Professional, Corporate Governance, ESG/SRI Metrics and Analyst Days across 27 sectors.

### Best Investor Relations attributes

Buy- and sell-side voters separately evaluate the following attributes of IR programs:

- Senior executives are accessible
- The IR team is well informed and empowered to speak authoritatively on the company's behalf
- The company provides a timely and appropriate level of financial disclosure
- Quality of meetings through road shows/reversed road shows/conferences
- The company responds quickly and thoroughly to requests
- Hosting the most constructive conference calls
- Quality of corporate documents and investor kit materials
- The company is committed to corporate governance
- The company delivers insight and useful reports on ESG/SRI metrics
- The company's website provides thorough and easy-to-access investor information

## ABOUT US

For 50 years, Institutional Investor has been the undisputed leader in survey-based rankings. Our Research Team rankings identify the top analysts covering the Asian, European, Japanese, Latin American, and U.S. equity markets. For over 10 years, Institutional Investor has provided independent analyses of companies' investor-relations programs, in conjunction with our Executive Team rankings.

## FOR ADDITIONAL INFORMATION, CONTACT:

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# MOST HONORED COMPANIES

## 2018 ALL-JAPAN EXECUTIVE TEAM

A total of 838 companies in Japan received votes in this year's ALL-Japan Executive Team survey. Of those companies, 148 received a first-, second-, or third-place ranking in one or more of the following categories: Best CEO, CFO, IR Professional and IR Program. Eighty-two companies were distinguished as "Most Honored" for receiving two or more top-three appearances.

COMPANY	COMPANY	COMPANY	COMPANY
Ajinomoto Co.	Honda Motor Co.	Nifco*	Shionogi & Co.*
Alps Electric Co.*	HORIBA	Nikon Corp.	Shiseido Co.*
ANA Holdings*	HOYA Corp.*	Nintendo Co.*	Showa Denko K.K.
Asahi Glass Co.*	Hulic Co.*	Nippon Gas Co.*	Skylark Co.*
Asahi Group Holdings*	ITOCHU Corp.*	Nippon Steel & Sumitomo Metal Corp.*	SoftBank Group Corp.*
Asahi Kasei Corp.	Japan Airlines Co.*	Nippon Telegraph and Telephone Corp.*	Sohgo Security Services Co.
Bridgestone Corp.*	JXTG Holdings*	Nissan Chemical Industries	SOMPO Holdings*
Calbee*	Kao Corp.*	Nissan Motor Co.*	Sony Corp.*
Canon	KDDI Corp.*	Nissha Co.	Start Today Co.*
CAPCOM Co.	Kenedix*	Nitto Denko Corp.	Subaru Corp.*
Chubu Electric Power Co.	Keyence Corp.	Nomura Holdings*	SUMCO Corp.*
Chugai Pharmaceutical Co.*	Kirin Holdings Co.	Nomura Real Estate Holdings*	Sumitomo Chemical Co.*
Coca-Cola Bottlers Japan Holdings*	Komatsu*	Nomura Research Institute	Sumitomo Corp.*
COLOPL	KOSE Corp.	NSK	Sumitomo Metal Mining Co.*
CyberAgent*	Lion Corp.	NTT Data Corp.	Sumitomo Mitsui Financial Group*
Daifuku Co.	LIXIL Group Corp.*	NTT Docomo*	Sumitomo Mitsui Trust Holdings*
Dai-ichi Life Holdings	M3*	OMRON Corp.*	Suntory Beverage & Food
Daikin Industries*	Marui Group Co.	Oriental Land Co.	Suzuki Motor Corp.
Daito Trust Construction Co.*	Maruichi Steel Tube	ORIX Corp.*	Takeda Pharmaceutical Co.*
Daiwa House Industry Co.*	Meitec Corp.	OTSUKA Corp.	TechnoPro Holdings*
Denka Co.	MinebeaMitsumi*	Panasonic Corp.*	Teijin
Denso Corp.*	Misumi Group*	Park24 Co.*	TIS
Dentsu*	Mitsubishi Corp.*	Pigeon Corp.	Toei Animation Co.
DISCO Corp.*	Mitsubishi Estate Co.*	Pola Orbis Holdings*	Tokio Marine Holdings*
Don Quijote Holdings Co.*	Mitsubishi Heavy Industries	Rakuten	Tokyo Electron*
East Japan Railway Co.*	Mitsubishi UFJ Financial Group*	Recruit Holdings Co.*	Tokyo Gas Co.*
Eisai Co.*	Mitsui & Co.*	Renesas Electronics Corp.	Toray Industries*
en-japan	Mitsui Chemicals*	Round One Corp.	TORIDOLL Holdings Corp.
Ezaki Glico Co.	Mitsui Fudosan Co.*	Ryohin Keikaku Co.	Toshiba Corp.
FANUC Corp.	Mitsui Mining & Smelting Co.*	Sanwa Holdings Corp.	TOTO
Fast Retailing Co.*	Mitsui O.S.K. Lines	SCREEN Holdings Co.	Toyota Industries Corp.*
Fuji Oil Holdings	mixi	SCSK Corp.*	Toyota Motor Corp.*
Fujitsu*	Mizuho Financial Group*	Seiren Co.	Trend Micro
GMO Internet	Murata Manufacturing Co.*	Seria Co.	United Arrows
GMO Payment Gateway	Musashi Seimitsu Industry Co.	Sharp Corp.	Yahoo Japan Corp.
Heiwa Real Estate Co.	NEXON Co.	Shimadzu Corp.	Yamaha Corp.
Hitachi*	Nidec Corp.*	Shin-Etsu Chemical Co.	Yamaha Motor Co.

\*Most Honored Company

## The IR Perception Study - A detailed analysis of the rankings

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## AUTOS

OVERALL		BUY-SIDE		SELL-SIDE	
RANK	BEST CEO	RANK	BEST CEO	RANK	BEST CEO
1	<b>Akio Toyoda</b> , Toyota Motor Corp.	1	<b>Akio Toyoda</b> , Toyota Motor Corp.	1	<b>Yasuyuki Yoshinaga</b> , Subaru Corp.
2	<b>Yasuyuki Yoshinaga</b> , Subaru Corp.	2	<b>Yasuyuki Yoshinaga</b> , Subaru Corp.	2	<b>Akio Toyoda</b> , Toyota Motor Corp.
3	<b>Hiroyuki Yanagi</b> , Yamaha Motor Co.	3	<b>Hiroyuki Yanagi</b> , Yamaha Motor Co.	-	-
RANK	BEST CFO	RANK	BEST CFO	RANK	BEST CFO
1	<b>Kohei Takeuchi</b> , Honda Motor Co.* <b>Toshiaki Okada</b> , Subaru Corp.*	1	<b>Kohei Takeuchi</b> , Honda Motor Co.	1	<b>Toshiaki Okada</b> , Subaru Corp.
-	-	2	<b>Joseph Peter</b> , Nissan Motor Co.	-	-
3	<b>Joseph Peter</b> , Nissan Motor Co.	-	-	-	-
RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL
1	<b>Hideo Kojima</b> , Suzuki Motor Corp.	1	<b>Hideo Kojima</b> , Suzuki Motor Corp.	1	<b>Hideo Kojima</b> , Suzuki Motor Corp.
2	<b>Daisuke Sawada</b> , Subaru Corp.	2	<b>Naotsugu Oba</b> , Toyota Motor Corp.	2	<b>Daisuke Sawada</b> , Subaru Corp.
3	<b>Naotsugu Oba</b> , Toyota Motor Corp.	3	<b>Daisuke Sawada</b> , Subaru Corp.* <b>Yoko Dochi</b> , Toyota Motor Corp.*	-	-
RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM
1	<b>Toyota Motor Corp.</b>	1	<b>Toyota Motor Corp.</b>	1	<b>Subaru Corp.</b>
2	<b>Subaru Corp.</b>	2	<b>Subaru Corp.</b>	2	<b>Toyota Motor Corp.</b>
3	<b>Nissan Motor Co.</b>	3	<b>Nissan Motor Co.</b>	3	<b>Nissan Motor Co.</b>
RANK	BEST CORPORATE GOVERNANCE	RANK	BEST CORPORATE GOVERNANCE	RANK	BEST CORPORATE GOVERNANCE
1	<b>Toyota Motor Corp.</b>				
2	<b>Subaru Corp.</b>		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>
3	<b>Yamaha Motor Co.</b>				
RANK	BEST ESG/SRI METRICS	RANK	BEST ESG/SRI METRICS	RANK	BEST ESG/SRI METRICS
1	<b>Toyota Motor Corp.</b>				
2	<b>Nissan Motor Co.</b>		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>
3	<b>Subaru Corp.</b>				
RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS
1	<b>Toyota Motor Corp.</b>				
2	<b>Nissan Motor Co.</b>		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>
3	<b>Subaru Corp.</b>				

**10 Autos companies nominated**

Not ranked in the top three? Contact II to get your rankings for each category.

\*Tie

## The IR Perception Study - A detailed analysis of the rankings

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**THE LEADERS: ALL-JAPAN'S BEST CEOs, CFOs, IR PROFESSIONALS, IR PROGRAMS, CORPORATE GOVERNANCE, ESG/SRI METRICS AND ANALYST DAYS**  
 Meeting the challenge: Listed below are the top-ranked companies for CEO, CFO, IR Professional, IR Program, Corporate Governance, ESG/SRI Metrics and Analyst Days

## AUTO PARTS

OVERALL			BUY-SIDE			SELL-SIDE		
RANK	BEST CEO	RANK	BEST CEO	RANK	BEST CEO			
1	<b>Masaaki Tsuya</b> , Bridgestone Corp.	1	<b>Masaaki Tsuya</b> , Bridgestone Corp.	1	<b>Hiroshi Otsuka</b> , Musashi Seimitsu Industry Co.			
2	<b>Hiroshi Otsuka</b> , Musashi Seimitsu Industry Co.	-	-	2	<b>Masaaki Tsuya</b> , Bridgestone Corp.			
3	<b>Toshiyuki Yamamoto</b> , Nifco* <b>Akira Onishi</b> , Toyota Industries Corp.*	-	-	-	-			
RANK	BEST CFO	RANK	BEST CFO	RANK	BEST CFO			
1	<b>Akihiro Eto</b> , Bridgestone Corp.	1	<b>Akihiro Eto</b> , Bridgestone Corp.	1	<b>Akihiro Eto</b> , Bridgestone Corp.			
2	<b>Yasushi Matsui</b> , Denso Corp.	2	<b>Yasushi Matsui</b> , Denso Corp.	2	<b>Yasushi Matsui</b> , Denso Corp.			
3	<b>Takuo Sasaki</b> , Toyota Industries Corp.	-	-	-	-			
RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL			
1	<b>Toshiki Yauchi</b> , Nifco	1	<b>Toshiki Yauchi</b> , Nifco	1	<b>Toshiki Yauchi</b> , Nifco			
2	<b>Hajime Omura</b> , Toyota Industries Corp.	2	<b>Mariko Tsuzuki</b> , Denso Corp.	2	<b>Hajime Omura</b> , Toyota Industries Corp.			
3	<b>Mariko Tsuzuki</b> , Denso Corp.	3	<b>Hajime Omura</b> , Toyota Industries Corp.	-	-			
RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM			
1	<b>Denso Corp.</b>	1	<b>Denso Corp.</b>	1	<b>Bridgestone Corp.</b>			
2	<b>Bridgestone Corp.</b>	2	<b>Bridgestone Corp.</b>	2	<b>Denso Corp.</b>			
3	<b>Toyota Industries Corp.</b>	3	<b>Toyota Industries Corp.</b>	3	<b>Nifco</b>			
RANK	BEST CORPORATE GOVERNANCE	RANK	BEST CORPORATE GOVERNANCE	RANK	BEST CORPORATE GOVERNANCE			
1	<b>Bridgestone Corp.</b>							
2	<b>Denso Corp.</b>		Only available by subscribing to the IR Perception Study		Only available by subscribing to the IR Perception Study			
3	<b>Toyota Industries Corp.</b>							
RANK	BEST ESG/SRI METRICS	RANK	BEST ESG/SRI METRICS	RANK	BEST ESG/SRI METRICS			
1	<b>Bridgestone Corp.</b>							
2	<b>Denso Corp.</b>		Only available by subscribing to the IR Perception Study		Only available by subscribing to the IR Perception Study			
-	-							
RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS			
1	<b>Toyota Industries Corp.</b>							
2	<b>Denso Corp.</b>		Only available by subscribing to the IR Perception Study		Only available by subscribing to the IR Perception Study			
3	<b>Bridgestone Corp.</b>							

**33 Auto Parts companies nominated**

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## BANKS

OVERALL		BUY-SIDE		SELL-SIDE	
RANK	BEST CEO	RANK	BEST CEO	RANK	BEST CEO
1	<b>Nobuyuki Hirano</b> , Mitsubishi UFJ Financial Group	1	<b>Nobuyuki Hirano</b> , Mitsubishi UFJ Financial Group	1	<b>Nobuyuki Hirano</b> , Mitsubishi UFJ Financial Group
2	<b>Yasuhiro Sato</b> , Mizuho Financial Group	2	<b>Yasuhiro Sato</b> , Mizuho Financial Group	2	<b>Yasuhiro Sato</b> , Mizuho Financial Group
3	<b>Tetsuo Ohkubo</b> , Sumitomo Mitsui Trust Holdings	3	<b>Tetsuo Ohkubo</b> , Sumitomo Mitsui Trust Holdings	3	<b>Hidetoshi Sakuma</b> , Chiba Bank
RANK	BEST CFO	RANK	BEST CFO	RANK	BEST CFO
1	<b>Muneaki Tokunari</b> , Mitsubishi UFJ Financial Group	1	<b>Muneaki Tokunari</b> , Mitsubishi UFJ Financial Group	1	<b>Muneaki Tokunari</b> , Mitsubishi UFJ Financial Group
2	<b>Makoto Umemiya</b> , Mizuho Financial Group	2	<b>Makoto Umemiya</b> , Mizuho Financial Group	2	<b>Makoto Umemiya</b> , Mizuho Financial Group
3	<b>Jun Ohta</b> , Sumitomo Mitsui Financial Group	-	-	-	-
RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL
1	<b>Shirou Honjiyou</b> , Mitsubishi UFJ Financial Group* <b>Tsutomu Yamaguchi</b> , Mizuho Financial Group* <b>Reiko Mori</b> , Sumitomo Mitsui Financial Group*	1	<b>Reiko Mori</b> , Sumitomo Mitsui Financial Group	1	<b>Shirou Honjiyou</b> , Mitsubishi UFJ Financial Group
-	-	2	<b>Tsutomu Yamaguchi</b> , Mizuho Financial Group	2	<b>Tsutomu Yamaguchi</b> , Mizuho Financial Group
-	-	3	<b>Shirou Honjiyou</b> , Mitsubishi UFJ Financial Group	3	<b>Reiko Mori</b> , Sumitomo Mitsui Financial Group
RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM
1	<b>Mitsubishi UFJ Financial Group</b>	1	<b>Mitsubishi UFJ Financial Group</b>	1	<b>Mitsubishi UFJ Financial Group</b>
2	<b>Mizuho Financial Group</b>	2	<b>Mizuho Financial Group</b>	2	<b>Mizuho Financial Group</b>
3	<b>Sumitomo Mitsui Trust Holdings</b>	3	<b>Sumitomo Mitsui Trust Holdings</b>	3	<b>Sumitomo Mitsui Financial Group</b>
RANK	BEST CORPORATE GOVERNANCE	RANK	BEST CORPORATE GOVERNANCE	RANK	BEST CORPORATE GOVERNANCE
1	<b>Mitsubishi UFJ Financial Group</b>		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>
2	<b>Mizuho Financial Group</b>				
3	<b>Sumitomo Mitsui Financial Group</b>				
RANK	BEST ESG/SRI METRICS	RANK	BEST ESG/SRI METRICS	RANK	BEST ESG/SRI METRICS
1	<b>Mitsubishi UFJ Financial Group</b>		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>
2	<b>Mizuho Financial Group</b>				
3	<b>Sumitomo Mitsui Trust Holdings</b>				
RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS
1	<b>Mitsubishi UFJ Financial Group</b>		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>
2	<b>Mizuho Financial Group</b>				
3	<b>Chiba Bank*</b> <b>Sumitomo Mitsui Financial Group*</b>				

18 Banks companies nominated

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## BEVERAGES, FOOD & TOBACCO

OVERALL			BUY-SIDE			SELL-SIDE		
RANK	BEST CEO		RANK	BEST CEO		RANK	BEST CEO	
1	<b>Naoki Izumiya</b> , Asahi Group Holdings		1	<b>Naoki Izumiya</b> , Asahi Group Holdings		-	-	
2	<b>Akira Matsumoto</b> , Calbee		2	<b>Akira Matsumoto</b> , Calbee		-	-	
3	<b>Yoshinori Isozaki</b> , Kirin Holdings Co.		3	<b>Yoshinori Isozaki</b> , Kirin Holdings Co.		-	-	
RANK	BEST CFO		RANK	BEST CFO		RANK	BEST CFO	
1	<b>Vikas Tiku</b> , Coca-Cola Bottlers Japan Holdings		1	<b>Vikas Tiku</b> , Coca-Cola Bottlers Japan Holdings		-	-	
2	<b>Tomoki Matsumoto</b> , Fuji Oil Holdings		2	<b>Tomoki Matsumoto</b> , Fuji Oil Holdings		-	-	
3	<b>Koichi Kikuchi</b> , Calbee		3	<b>Yukio Yokoyama</b> , Nissin Foods Holdings Co.		-	-	
RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL	
1	<b>Sayuri Katada</b> , Suntory Beverage & Food		1	<b>Sayuri Katada</b> , Suntory Beverage & Food		-	-	
2	<b>Osamu Ishizaka</b> , Asahi Group Holdings		2	<b>Hiroyuki Matsuura</b> , Ezaki Glico Co.		-	-	
3	<b>Hiroyuki Matsuura</b> , Ezaki Glico Co.		3	<b>Osamu Ishizaka</b> , Asahi Group Holdings		-	-	
RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM	
1	<b>Asahi Group Holdings</b>		1	<b>Asahi Group Holdings</b>		1	<b>Asahi Group Holdings</b>	
2	<b>Ajinomoto Co.</b>		2	<b>Ajinomoto Co.</b>		-	-	
3	<b>Coca-Cola Bottlers Japan Holdings</b>		3	<b>Coca-Cola Bottlers Japan Holdings</b>		-	-	
RANK	BEST CORPORATE GOVERNANCE		RANK	BEST CORPORATE GOVERNANCE		RANK	BEST CORPORATE GOVERNANCE	
1	<b>Asahi Group Holdings</b>							
2	<b>Ajinomoto Co.*</b> <b>Calbee*</b>			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
-	-							
RANK	BEST ESG/SRI METRICS		RANK	BEST ESG/SRI METRICS		RANK	BEST ESG/SRI METRICS	
1	<b>Ajinomoto Co.</b>							
2	<b>Kirin Holdings Co.</b>			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
3	<b>Asahi Group Holdings</b>							
RANK	BEST ANALYST DAYS		RANK	BEST ANALYST DAYS		RANK	BEST ANALYST DAYS	
1	<b>Ajinomoto Co.</b>							
2	<b>Japan Tobacco</b>			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
3	<b>Calbee</b>							

**37 Beverages, Food & Tobacco companies nominated**

Not ranked in the top three? Contact II to get your rankings for each category.

\*Tie

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## BROADCASTING

OVERALL		BUY-SIDE		SELL-SIDE	
RANK	BEST CEO	RANK	BEST CEO	RANK	BEST CEO
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
RANK	BEST CFO	RANK	BEST CFO	RANK	BEST CFO
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL
1	<b>Shinya Mori</b> , Dentsu	1	<b>Shinya Mori</b> , Dentsu	-	-
-	-	-	-	-	-
-	-	-	-	-	-
RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM
1	<b>Toei Animation Co.</b>	-	-	-	-
2	<b>Dentsu</b>	-	-	-	-
-	-	-	-	-	-
RANK	BEST CORPORATE GOVERNANCE	RANK	BEST CORPORATE GOVERNANCE	RANK	BEST CORPORATE GOVERNANCE
-	-		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>
-	-				
-	-				
RANK	BEST ESG/SRI METRICS	RANK	BEST ESG/SRI METRICS	RANK	BEST ESG/SRI METRICS
-	-		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>
-	-				
-	-				
RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS
-	-		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>
-	-				
-	-				

**13 Broadcasting companies companies nominated**

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 Meeting the challenge: Listed below are the top-ranked companies for CEO, CFO, IR Professional, IR Program, Corporate Governance, ESG/SRI Metrics and Analyst Days

## BUSINESS/PROFESSIONAL SERVICES

OVERALL		BUY-SIDE		SELL-SIDE	
RANK	BEST CEO	RANK	BEST CEO	RANK	BEST CEO
1	<b>Masumi Minegishi</b> , Recruit Holdings Co.	1	<b>Masumi Minegishi</b> , Recruit Holdings Co.	-	-
2	<b>Takatsugu Suzuki</b> , en-japan	2	<b>Takatsugu Suzuki</b> , en-japan	-	-
3	<b>Hideyo Kokubun</b> , Meitec Corp.* <b>Yasuji Nishio</b> , TechnoPro Holdings*	3	<b>Hideyo Kokubun</b> , Meitec Corp.	-	-
RANK	BEST CFO	RANK	BEST CFO	RANK	BEST CFO
1	<b>Keiichi Sagawa</b> , Recruit Holdings Co.	1	<b>Keiichi Sagawa</b> , Recruit Holdings Co.	-	-
2	<b>Hiroshi Sato</b> , TechnoPro Holdings	2	<b>Hiroshi Sato</b> , TechnoPro Holdings	-	-
-	-	-	-	-	-
RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL
1	<b>Hiroyoshi Mochizuki</b> , Park24 Co.	1	<b>Hiroyoshi Mochizuki</b> , Park24 Co.	-	-
2	<b>Yasuo Ishiwata</b> , Sohgo Security Services Co.	-	-	-	-
-	-	-	-	-	-
RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM
1	<b>Recruit Holdings Co.</b>	1	<b>Recruit Holdings Co.</b>	1	<b>en-japan</b>
2	<b>TechnoPro Holdings</b>	2	<b>Park24 Co.</b>	-	-
3	<b>Park24 Co.</b>	3	<b>TechnoPro Holdings</b>	-	-
RANK	BEST CORPORATE GOVERNANCE	RANK	BEST CORPORATE GOVERNANCE	RANK	BEST CORPORATE GOVERNANCE
1	<b>Recruit Holdings Co.</b>				
2	<b>Meitec Corp.*</b> <b>Persol Holdings Co.*</b> <b>TechnoPro Holdings*</b>		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>
-	-				
RANK	BEST ESG/SRI METRICS	RANK	BEST ESG/SRI METRICS	RANK	BEST ESG/SRI METRICS
1	<b>Recruit Holdings Co.</b>				
2	<b>Persol Holdings Co.</b>		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>
3	<b>TechnoPro Holdings</b>				
RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS
1	<b>Recruit Holdings Co.</b>				
-	-		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>
-	-				

**36 Business/Professional Services companies nominated**

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\*Tie

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## CHEMICALS

OVERALL			BUY-SIDE			SELL-SIDE		
RANK	BEST CEO		RANK	BEST CEO		RANK	BEST CEO	
1	<b>Tsutomu Tannowa</b> , Mitsui Chemicals		1	<b>Yasuhiko Saitoh</b> , Shin-Etsu Chemical Co.		1	<b>Tsutomu Tannowa</b> , Mitsui Chemicals	
2	<b>Hideo Takasaki</b> , Nitto Denko Corp.		2	<b>Tsutomu Tannowa</b> , Mitsui Chemicals		2	<b>Hideki Kobori</b> , Asahi Kasei Corp.	
3	<b>Yasuhiko Saitoh</b> , Shin-Etsu Chemical Co.		3	<b>Hideo Takasaki</b> , Nitto Denko Corp.		3	<b>Hideo Takasaki</b> , Nitto Denko Corp.	
RANK	BEST CFO		RANK	BEST CFO		RANK	BEST CFO	
1	<b>Masaharu Kubo</b> , Mitsui Chemicals		1	<b>Masaharu Kubo</b> , Mitsui Chemicals		1	<b>Masaharu Kubo</b> , Mitsui Chemicals	
2	<b>Junichi Miyazaki</b> , Nissan Chemical Industries		2	<b>Junichi Miyazaki</b> , Nissan Chemical Industries		2	<b>Kenkichi Kosakai</b> , Mitsubishi Chemical Holdings Corp.* <b>Junichi Miyazaki</b> , Nissan Chemical Industries*	
3	<b>Kunio Nozaki</b> , Sumitomo Chemical Co.		3	<b>Kunio Nozaki</b> , Sumitomo Chemical Co.		-	-	
RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL	
1	<b>Osamu Yoshida</b> , Mitsui Chemicals		1	<b>Osamu Yoshida</b> , Mitsui Chemicals		1	<b>Osamu Yoshida</b> , Mitsui Chemicals	
2	<b>Nobuhiro Kato</b> , Showa Denko K.K.		2	<b>Nobuhiro Kato</b> , Showa Denko K.K.		-	-	
3	<b>Tetsuo Omachi</b> , Denka Co.		3	<b>Tetsuo Omachi</b> , Denka Co.		-	-	
RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM	
1	<b>Mitsui Chemicals</b>		1	<b>Mitsui Chemicals</b>		1	<b>Mitsui Chemicals</b>	
2	<b>Asahi Kasei Corp.</b>		2	<b>Asahi Kasei Corp.</b>		2	<b>Sumitomo Chemical Co.</b>	
3	<b>Sumitomo Chemical Co.</b>		3	<b>Sekisui Chemical Co.</b>		3	<b>Asahi Kasei Corp.</b>	
RANK	BEST CORPORATE GOVERNANCE		RANK	BEST CORPORATE GOVERNANCE		RANK	BEST CORPORATE GOVERNANCE	
1	<b>Mitsui Chemicals</b>							
2	<b>Asahi Kasei Corp.</b>			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
3	<b>Hitachi Chemical Co.*</b> <b>Sumitomo Chemical Co.*</b>							
RANK	BEST ESG/SRI METRICS		RANK	BEST ESG/SRI METRICS		RANK	BEST ESG/SRI METRICS	
1	<b>Mitsui Chemicals</b>							
2	<b>Shin-Etsu Chemical Co.</b>			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
3	<b>Mitsubishi Chemical Holdings Corp.</b>							
RANK	BEST ANALYST DAYS		RANK	BEST ANALYST DAYS		RANK	BEST ANALYST DAYS	
1	<b>Mitsui Chemicals</b>							
2	<b>Sumitomo Chemical Co.</b>			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
3	<b>Mitsubishi Chemical Holdings Corp.</b>							

**53 Chemicals companies nominated**  
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\*Tie

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## CONSTRUCTION

OVERALL			BUY-SIDE			SELL-SIDE		
RANK	BEST CEO	RANK	BEST CEO	RANK	BEST CEO			
1	<b>Kinya Seto</b> , LIXIL Group Corp.	1	<b>Kinya Seto</b> , LIXIL Group Corp.	1	<b>Noriaki Tsuji</b> , Haseko Corp.			
2	<b>Takeo Higuchi</b> , Daiwa House Industry Co.	2	<b>Takeo Higuchi</b> , Daiwa House Industry Co.	2	<b>Toshitaka Takayama</b> , Sanwa Holdings Corp.			
3	<b>Toshitaka Takayama</b> , Sanwa Holdings Corp.	3	<b>Matsuji Nishimura</b> , Kyudenko Corp.	-	-			
RANK	BEST CFO	RANK	BEST CFO	RANK	BEST CFO			
1	<b>Takeshi Kousokabe</b> , Daiwa House Industry Co.	1	<b>Takeshi Kousokabe</b> , Daiwa House Industry Co.	1	<b>Shuji Kawai</b> , Daito Trust Construction Co.			
2	<b>Sachio Matsumoto</b> , LIXIL Group Corp.	2	<b>Sachio Matsumoto</b> , LIXIL Group Corp.	2	<b>Yuhei Imanaka</b> , Haseko Corp.			
3	<b>Shuji Kawai</b> , Daito Trust Construction Co.	-	-	-	-			
RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL			
1	<b>Masahiko Yabe</b> , Daito Trust Construction Co.	1	<b>Yukiyo Uto</b> , LIXIL Group Corp.	-	-			
2	<b>Takuro Kawahara</b> , TOTO	2	<b>Takuro Kawahara</b> , TOTO	-	-			
3	<b>Yuji Yamada</b> , Daiwa House Industry Co.	3	<b>Yuji Yamada</b> , Daiwa House Industry Co.	-	-			
RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM			
1	<b>Daiwa House Industry Co.</b>	1	<b>Daiwa House Industry Co.</b>	1	<b>Daito Trust Construction Co.</b>			
2	<b>Daito Trust Construction Co.</b>	2	<b>LIXIL Group Corp.</b>	2	<b>Daiwa House Industry Co.</b>			
3	<b>LIXIL Group Corp.</b>	3	<b>Sekisui House</b>	3	<b>Haseko Corp.</b>			
RANK	BEST CORPORATE GOVERNANCE	RANK	BEST CORPORATE GOVERNANCE	RANK	BEST CORPORATE GOVERNANCE			
1	<b>LIXIL Group Corp.</b>							
2	<b>Daito Trust Construction Co.*</b> <b>Daiwa House Industry Co.*</b>		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>			
-	-							
RANK	BEST ESG/SRI METRICS	RANK	BEST ESG/SRI METRICS	RANK	BEST ESG/SRI METRICS			
1	<b>Daiwa House Industry Co.</b>							
2	<b>TOTO</b>		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>			
3	<b>Sumitomo Forestry Co.</b>							
RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS			
1	<b>Daiwa House Industry Co.</b>							
2	<b>LIXIL Group Corp.*</b> <b>Taisei Corp.*</b>		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>			
-	-							

**36 Construction companies nominated**

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## CONSUMER SERVICES

OVERALL		BUY-SIDE		SELL-SIDE	
RANK	BEST CEO	RANK	BEST CEO	RANK	BEST CEO
1	<b>Masahiko Sugino</b> , Round One Corp.	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
RANK	BEST CFO	RANK	BEST CFO	RANK	BEST CFO
1	<b>Atsushi Kitamura</b> , Skylark Co.	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL
1	<b>Shunichi Shibata</b> , Skylark Co.	1	<b>Shunichi Shibata</b> , Skylark Co.	-	-
-	-	-	-	-	-
-	-	-	-	-	-
RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM
1	<b>Oriental Land Co.</b>	1	<b>Oriental Land Co.</b>	1	<b>Skylark Co.</b>
2	<b>Skylark Co.</b>	2	<b>Skylark Co.</b>	-	-
3	<b>TORIDOLL Holdings Corp.</b>	-	-	-	-
RANK	BEST CORPORATE GOVERNANCE	RANK	BEST CORPORATE GOVERNANCE	RANK	BEST CORPORATE GOVERNANCE
1	<b>Skylark Co.</b>				
2	<b>Oriental Land Co.</b>		Only available by subscribing to the IR Perception Study		Only available by subscribing to the IR Perception Study
-	-				
RANK	BEST ESG/SRI METRICS	RANK	BEST ESG/SRI METRICS	RANK	BEST ESG/SRI METRICS
1	<b>Oriental Land Co.</b>				
-	-		Only available by subscribing to the IR Perception Study		Only available by subscribing to the IR Perception Study
-	-				
RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS
1	<b>Oriental Land Co.</b>				
-	-		Only available by subscribing to the IR Perception Study		Only available by subscribing to the IR Perception Study
-	-				

25 Consumer Services companies nominated

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## ELECTRONICS/COMPONENTS

OVERALL		BUY-SIDE		SELL-SIDE	
RANK	BEST CEO	RANK	BEST CEO	RANK	BEST CEO
1	<b>Shigenobu Nagamori</b> , Nidec Corp.	1	<b>Shigenobu Nagamori</b> , Nidec Corp.	1	<b>Shigenobu Nagamori</b> , Nidec Corp.
2	<b>Yoshihisa Kainuma</b> , MinebeaMitsumi	2	<b>Yoshihisa Kainuma</b> , MinebeaMitsumi	2	<b>Yoshihisa Kainuma</b> , MinebeaMitsumi
3	<b>Toshihiro Kuriyama</b> , Alps Electric Co.* <b>Tsuneo Murata</b> , Murata Manufacturing Co.*	3	<b>Toshihiro Kuriyama</b> , Alps Electric Co.	-	-
RANK	BEST CFO	RANK	BEST CFO	RANK	BEST CFO
1	<b>Akira Sato</b> , Nidec Corp.	1	<b>Akira Sato</b> , Nidec Corp.	-	-
2	<b>Hiromi Yoda</b> , MinebeaMitsumi	2	<b>Hiromi Yoda</b> , MinebeaMitsumi	-	-
-	-	-	-	-	-
RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL
1	<b>Masahiro Nagayasu</b> , Nidec Corp.	1	<b>Masahiro Nagayasu</b> , Nidec Corp.	1	<b>Masahiro Nagayasu</b> , Nidec Corp.
2	<b>Kuniyuki Suzuki</b> , Alps Electric Co.	2	<b>Kuniyuki Suzuki</b> , Alps Electric Co.	-	-
3	<b>Kiyoshi Nagase</b> , Nidec Corp.	3	<b>Kiyoshi Nagase</b> , Nidec Corp.	-	-
RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM
1	<b>Nidec Corp.</b>	1	<b>Nidec Corp.</b>	1	<b>Murata Manufacturing Co.</b>
2	<b>MinebeaMitsumi</b>	2	<b>MinebeaMitsumi</b>	2	<b>Iriso Electronics Co.</b>
3	<b>Murata Manufacturing Co.</b>	3	<b>Murata Manufacturing Co.</b>	3	<b>Nidec Corp.</b>
RANK	BEST CORPORATE GOVERNANCE	RANK	BEST CORPORATE GOVERNANCE	RANK	BEST CORPORATE GOVERNANCE
1	<b>Nidec Corp.</b>				
2	<b>Murata Manufacturing Co.</b>		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>
3	<b>TDK Corp.</b>				
RANK	BEST ESG/SRI METRICS	RANK	BEST ESG/SRI METRICS	RANK	BEST ESG/SRI METRICS
1	<b>Nidec Corp.</b>				
2	<b>Murata Manufacturing Co.</b>		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>
3	<b>TDK Corp.</b>				
RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS
1	<b>Nidec Corp.</b>				
2	<b>MinebeaMitsumi</b>		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>
3	<b>Murata Manufacturing Co.</b>				

**20 Electronics/Components companies nominated**

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## ELECTRONICS/CONSUMER

OVERALL		BUY-SIDE		SELL-SIDE	
RANK	BEST CEO	RANK	BEST CEO	RANK	BEST CEO
1	<b>Kazuo Hirai</b> , Sony Corp.	1	<b>Kazuo Hirai</b> , Sony Corp.	1	<b>Kazuo Hirai</b> , Sony Corp.
2	<b>Kazuhiro Tsuga</b> , Panasonic Corp.	2	<b>Kazuhiro Tsuga</b> , Panasonic Corp.	2	<b>Kazuhiro Tsuga</b> , Panasonic Corp.
3	<b>J W Tai</b> , Sharp Corp.	3	<b>J W Tai</b> , Sharp Corp.	-	-
RANK	BEST CFO	RANK	BEST CFO	RANK	BEST CFO
1	<b>Kenichiro Yoshida</b> , Sony Corp.	1	<b>Kenichiro Yoshida</b> , Sony Corp.	1	<b>Kenichiro Yoshida</b> , Sony Corp.
-	-	-	-	-	-
-	-	-	-	-	-
RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL
1	<b>Hiromi Oshima</b> , Panasonic Corp.* <b>Justin Hill</b> , Sony Corp.*	1	<b>Hiromi Oshima</b> , Panasonic Corp.	1	<b>Toshihiko Shibutani</b> , Panasonic Corp.
-	-	2	<b>Justin Hill</b> , Sony Corp.* <b>Teruya Kondo</b> , Sony Corp.* <b>Toshiyuki Takahashi</b> , Sony Corp.*	2	<b>Justin Hill</b> , Sony Corp.
3	<b>Teruya Kondo</b> , Sony Corp.	-	-	-	-
RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM
1	<b>Sony Corp.</b>	1	<b>Sony Corp.</b>	1	<b>Sony Corp.</b>
2	<b>Panasonic Corp.</b>	2	<b>Panasonic Corp.</b>	2	<b>Panasonic Corp.</b>
3	<b>Yamaha Corp.</b>	3	<b>Japan Display</b>	3	<b>Yamaha Corp.</b>
RANK	BEST CORPORATE GOVERNANCE	RANK	BEST CORPORATE GOVERNANCE	RANK	BEST CORPORATE GOVERNANCE
1	<b>Sony Corp.</b>				
2	<b>Panasonic Corp.</b>		Only available by subscribing to the IR Perception Study		Only available by subscribing to the IR Perception Study
3	<b>Maxell Holdings</b>				
RANK	BEST ESG/SRI METRICS	RANK	BEST ESG/SRI METRICS	RANK	BEST ESG/SRI METRICS
1	<b>Sony Corp.</b>				
2	<b>Panasonic Corp.</b>		Only available by subscribing to the IR Perception Study		Only available by subscribing to the IR Perception Study
3	<b>Yamaha Corp.</b>				
RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS
1	<b>Sony Corp.</b>				
2	<b>Panasonic Corp.</b>		Only available by subscribing to the IR Perception Study		Only available by subscribing to the IR Perception Study
-	-				

12 Electronics/Consumer companies nominated

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\*Tie

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 Meeting the challenge: Listed below are the top-ranked companies for CEO, CFO, IR Professional, IR Program, Corporate Governance, ESG/SRI Metrics and Analyst Days

## ELECTRONICS/INDUSTRIAL

OVERALL		BUY-SIDE		SELL-SIDE	
RANK	BEST CEO	RANK	BEST CEO	RANK	BEST CEO
1	<b>Yoshihito Yamada</b> , OMRON Corp.	1	<b>Mayuki Hashimoto</b> , SUMCO Corp.	1	<b>Toshiaki Higashihara</b> , Hitachi* <b>Yoshihito Yamada</b> , OMRON Corp.*
2	<b>Toshiaki Higashihara</b> , Hitachi	2	<b>Yoshihito Yamada</b> , OMRON Corp.	-	-
3	<b>Mayuki Hashimoto</b> , SUMCO Corp.	3	<b>Toshiaki Higashihara</b> , Hitachi	-	-
RANK	BEST CFO	RANK	BEST CFO	RANK	BEST CFO
1	<b>Mitsuaki Nishiyama</b> , Hitachi	1	<b>Mitsuaki Nishiyama</b> , Hitachi	1	<b>Mitsuaki Nishiyama</b> , Hitachi
2	<b>Hidehiro Tsukano</b> , Fujitsu	2	<b>Hidehiro Tsukano</b> , Fujitsu	-	-
3	<b>Hidetoshi Shibata</b> , Renesas Electronics Corp.	3	<b>Hidetoshi Shibata</b> , Renesas Electronics Corp.	-	-
RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL
1	<b>Fumihiko Kimura</b> , Toshiba Corp.	1	<b>Fumihiko Kimura</b> , Toshiba Corp.	-	-
2	<b>Shingo Yamazaki</b> , Fujitsu* <b>Hiroshi Shibuya</b> , SUMCO Corp.*	2	<b>Shingo Yamazaki</b> , Fujitsu	-	-
-	-	3	<b>Hiroshi Shibuya</b> , SUMCO Corp.	-	-
RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM
1	<b>OMRON Corp.</b>	1	<b>Hitachi*</b> <b>OMRON Corp.*</b>	1	<b>OMRON Corp.</b>
2	<b>Hitachi</b>	-	-	2	<b>Hitachi</b>
3	<b>Fujitsu</b>	3	<b>Fujitsu</b>	3	<b>Fujitsu</b>
RANK	BEST CORPORATE GOVERNANCE	RANK	BEST CORPORATE GOVERNANCE	RANK	BEST CORPORATE GOVERNANCE
1	<b>OMRON Corp.</b>				
2	<b>Hitachi</b>		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>
3	<b>Fujitsu</b>				
RANK	BEST ESG/SRI METRICS	RANK	BEST ESG/SRI METRICS	RANK	BEST ESG/SRI METRICS
1	<b>OMRON Corp.</b>				
2	<b>Hitachi</b>		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>
3	<b>Fujitsu</b>				
RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS
1	<b>Hitachi</b>				
2	<b>Mitsubishi Electric Corp.*</b> <b>SUMCO Corp.*</b>		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>
-	-				

**36 Electronics/Industrial companies nominated**

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## ELECTRONICS/PRECISION INSTRUMENTS

OVERALL			BUY-SIDE			SELL-SIDE		
RANK	BEST CEO		RANK	BEST CEO		RANK	BEST CEO	
1	<b>Hiroshi Suzuki</b> , HOYA Corp.		1	<b>Hiroshi Suzuki</b> , HOYA Corp.		-	-	
2	<b>Eiji Kakiuchi</b> , SCREEN Holdings Co.		2	<b>Eiji Kakiuchi</b> , SCREEN Holdings Co.		-	-	
3	<b>Akinori Yamamoto</b> , Keyence Corp.* <b>Junya Suzuki</b> , Nissha Co.* <b>Teruhisa Ueda</b> , Shimadzu Corp.*		3	<b>Junya Suzuki</b> , Nissha Co.		-	-	
RANK	BEST CFO		RANK	BEST CFO		RANK	BEST CFO	
1	<b>Masashi Oka</b> , Nikon Corp.		1	<b>Masashi Oka</b> , Nikon Corp.		-	-	
2	<b>Ryo Hirooka</b> , HOYA Corp.		2	<b>Ryo Hirooka</b> , HOYA Corp.		-	-	
3	<b>Toshizo Tanaka</b> , Canon		-	-		-	-	
RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL	
1	<b>Eita Uesugi</b> , HORIBA		1	<b>Eita Uesugi</b> , HORIBA		-	-	
2	<b>Shinichiro Ozawa</b> , DISCO Corp.		2	<b>Shinichiro Ozawa</b> , DISCO Corp.		-	-	
3	<b>Kenichi Hirayama</b> , Tokyo Electron		3	<b>Kenichi Hirayama</b> , Tokyo Electron		-	-	
RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM	
1	<b>DISCO Corp.</b>		1	<b>DISCO Corp.</b>		1	<b>SCREEN Holdings Co.</b>	
2	<b>Tokyo Electron</b>		2	<b>Tokyo Electron</b>		2	<b>Tokyo Electron</b>	
3	<b>HOYA Corp.</b>		3	<b>HOYA Corp.</b>		-	-	
RANK	BEST CORPORATE GOVERNANCE		RANK	BEST CORPORATE GOVERNANCE		RANK	BEST CORPORATE GOVERNANCE	
1	<b>HOYA Corp.</b>							
2	<b>Tokyo Electron</b>			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
3	<b>DISCO Corp.</b>							
RANK	BEST ESG/SRI METRICS		RANK	BEST ESG/SRI METRICS		RANK	BEST ESG/SRI METRICS	
1	<b>Konica Minolta</b>							
2	<b>Ricoh Co.</b>			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
3	<b>Tokyo Electron</b>							
RANK	BEST ANALYST DAYS		RANK	BEST ANALYST DAYS		RANK	BEST ANALYST DAYS	
1	<b>Tokyo Electron</b>							
2	<b>DISCO Corp.</b>			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
3	<b>HORIBA</b>							

**30 Electronics/Precision Instruments companies nominated**

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## ENERGY & UTILITIES



OVERALL		BUY-SIDE		SELL-SIDE	
RANK	BEST CEO	RANK	BEST CEO	RANK	BEST CEO
1	<b>Yukio Uchida</b> , JXTG Holdings	1	<b>Shinji Wada</b> , Nippon Gas Co.	-	-
2	<b>Shinji Wada</b> , Nippon Gas Co.	-	-	-	-
-	-	-	-	-	-
RANK	BEST CFO	RANK	BEST CFO	RANK	BEST CFO
1	<b>Isao Nakajima</b> , Tokyo Gas Co.	1	<b>Isao Nakajima</b> , Tokyo Gas Co.	-	-
-	-	-	-	-	-
-	-	-	-	-	-
RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL
1	<b>Yuko Okamura</b> , Tokyo Gas Co.	1	<b>Yuko Okamura</b> , Tokyo Gas Co.	-	-
2	<b>Shinichi Kiyota</b> , Nippon Gas Co.	2	<b>Shinichi Kiyota</b> , Nippon Gas Co.	-	-
3	<b>Hideki Hayakawa</b> , Chubu Electric Power Co.	-	-	-	-
RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM
1	<b>JXTG Holdings</b>	1	<b>JXTG Holdings</b>	1	<b>JXTG Holdings</b>
2	<b>Tokyo Gas Co.</b>	2	<b>Tokyo Gas Co.</b>	2	<b>Tokyo Gas Co.</b>
3	<b>Nippon Gas Co.</b>	3	<b>Nippon Gas Co.</b>	-	-
RANK	BEST CORPORATE GOVERNANCE	RANK	BEST CORPORATE GOVERNANCE	RANK	BEST CORPORATE GOVERNANCE
1	<b>Tokyo Gas Co.</b>		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>
2	<b>JXTG Holdings</b>				
-	-				
RANK	BEST ESG/SRI METRICS	RANK	BEST ESG/SRI METRICS	RANK	BEST ESG/SRI METRICS
1	<b>Tokyo Gas Co.</b>		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>
-	-				
-	-				
RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS
1	<b>JXTG Holdings</b>		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>
-	-				
-	-				

**23 Energy & Utilities companies nominated**

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## ENGINEERING & MACHINERY

OVERALL		BUY-SIDE		SELL-SIDE	
RANK	BEST CEO	RANK	BEST CEO	RANK	BEST CEO
1	<b>Tetsuji Ohashi</b> , Komatsu	1	<b>Tetsuji Ohashi</b> , Komatsu	1	<b>Tetsuji Ohashi</b> , Komatsu
2	<b>Masanori Togawa</b> , Daikin Industries	2	<b>Masanori Togawa</b> , Daikin Industries	-	-
3	<b>Ryusei Ono</b> , Misumi Group	3	<b>Ryusei Ono</b> , Misumi Group	-	-
RANK	BEST CFO	RANK	BEST CFO	RANK	BEST CFO
1	<b>Mikio Fujitsuka</b> , Komatsu	1	<b>Mikio Fujitsuka</b> , Komatsu	1	<b>Mikio Fujitsuka</b> , Komatsu
2	<b>Mikio Inohara</b> , Daifuku Co.	2	<b>Mikio Inohara</b> , Daifuku Co.	-	-
3	<b>Masanori Koguchi</b> , Mitsubishi Heavy Industries	3	<b>Yoshihiro Gonda</b> , FANUC Corp.	-	-
RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL
1	<b>Kazuhiro Yokoo</b> , Komatsu	1	<b>Kazuhiro Yokoo</b> , Komatsu	1	<b>Kazuhiro Yokoo</b> , Komatsu* <b>Yasushi Uchida</b> , NSK*
2	<b>Kaori Yamada</b> , Daikin Industries* <b>Yasushi Uchida</b> , NSK*	2	<b>Kaori Yamada</b> , Daikin Industries	-	-
-	-	3	<b>Hiroshi Sato</b> , Misumi Group	3	<b>Yuri Sakamoto</b> , Daikin Industries
RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM
1	<b>Komatsu</b>	1	<b>Komatsu</b>	1	<b>Komatsu</b>
2	<b>Daikin Industries</b>	2	<b>Daikin Industries</b>	2	<b>Daikin Industries</b>
3	<b>FANUC Corp.*</b> <b>Misumi Group*</b>	3	<b>FANUC Corp.</b>	3	<b>NSK</b>
RANK	BEST CORPORATE GOVERNANCE	RANK	BEST CORPORATE GOVERNANCE	RANK	BEST CORPORATE GOVERNANCE
1	<b>Komatsu</b>				
2	<b>Daikin Industries</b>		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>
3	<b>Misumi Group</b>				
RANK	BEST ESG/SRI METRICS	RANK	BEST ESG/SRI METRICS	RANK	BEST ESG/SRI METRICS
1	<b>Komatsu</b>				
2	<b>Daikin Industries</b>		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>
3	<b>NSK</b>				
RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS
1	<b>Komatsu</b>				
2	<b>Daikin Industries</b>		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>
3	<b>Mitsubishi Heavy Industries</b>				
<b>70 Engineering &amp; Machinery companies nominated</b>					
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## HEALTH CARE & PHARMACEUTICALS

OVERALL			BUY-SIDE			SELL-SIDE		
RANK	BEST CEO		RANK	BEST CEO		RANK	BEST CEO	
1	<b>Isao Teshirogi</b> , Shionogi & Co.		1	<b>Isao Teshirogi</b> , Shionogi & Co.		1	<b>Isao Teshirogi</b> , Shionogi & Co.	
2	<b>Christophe Weber</b> , Takeda Pharmaceutical Co.		2	<b>Christophe Weber</b> , Takeda Pharmaceutical Co.		2	<b>Christophe Weber</b> , Takeda Pharmaceutical Co.	
3	<b>Osamu Nagayama</b> , Chugai Pharmaceutical Co.		3	<b>Osamu Nagayama</b> , Chugai Pharmaceutical Co.		3	<b>Osamu Nagayama</b> , Chugai Pharmaceutical Co.	
RANK	BEST CFO		RANK	BEST CFO		RANK	BEST CFO	
1	<b>James Kehoe</b> , Takeda Pharmaceutical Co.		1	<b>James Kehoe</b> , Takeda Pharmaceutical Co.		1	<b>Yoshio Itaya</b> , Chugai Pharmaceutical Co.	
2	<b>Ryohei Yanagi</b> , Eisai Co.		2	<b>Ryohei Yanagi</b> , Eisai Co.		2	<b>James Kehoe</b> , Takeda Pharmaceutical Co.	
3	<b>Yoshio Itaya</b> , Chugai Pharmaceutical Co.		3	<b>Yukio Nakajima</b> , Sysmex Corp.		3	<b>Ryohei Yanagi</b> , Eisai Co.	
RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL	
1	<b>Yasukazu Kanamori</b> , Eisai Co.		1	<b>Yasukazu Kanamori</b> , Eisai Co.		1	<b>Toshiya Sasai</b> , Chugai Pharmaceutical Co.	
2	<b>Yoshimasa Kyokawa</b> , Shionogi & Co.		2	<b>Yoshimasa Kyokawa</b> , Shionogi & Co.		2	<b>Yasukazu Kanamori</b> , Eisai Co.	
3	<b>Toshiya Sasai</b> , Chugai Pharmaceutical Co.		3	<b>Christopher O'Reilly</b> , Takeda Pharmaceutical Co.		-	-	
RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM	
1	<b>Shionogi &amp; Co.</b>		1	<b>Shionogi &amp; Co.</b>		1	<b>Chugai Pharmaceutical Co.</b>	
2	<b>Chugai Pharmaceutical Co.</b>		2	<b>Takeda Pharmaceutical Co.</b>		2	<b>Eisai Co.</b>	
3	<b>Takeda Pharmaceutical Co.</b>		3	<b>Chugai Pharmaceutical Co.</b>		3	<b>Shionogi &amp; Co.</b>	
RANK	BEST CORPORATE GOVERNANCE		RANK	BEST CORPORATE GOVERNANCE		RANK	BEST CORPORATE GOVERNANCE	
1	<b>Shionogi &amp; Co.</b>			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
2	<b>Eisai Co.</b>							
3	<b>Takeda Pharmaceutical Co.</b>							
RANK	BEST ESG/SRI METRICS		RANK	BEST ESG/SRI METRICS		RANK	BEST ESG/SRI METRICS	
1	<b>Eisai Co.</b>			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
2	<b>Shionogi &amp; Co.</b>							
3	<b>Chugai Pharmaceutical Co.</b>							
RANK	BEST ANALYST DAYS		RANK	BEST ANALYST DAYS		RANK	BEST ANALYST DAYS	
1	<b>Olympus Corp.</b>			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
2	<b>Daichi Sankyo Co.</b>							
3	<b>Sysmex Corp.</b>							

**57 Health Care & Pharmaceuticals companies nominated**

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## HOUSEHOLD & PERSONAL CARE

OVERALL			BUY-SIDE			SELL-SIDE		
RANK	BEST CEO		RANK	BEST CEO		RANK	BEST CEO	
1	<b>Masahiko Uotani</b> , Shiseido Co.		1	<b>Masahiko Uotani</b> , Shiseido Co.		-	-	
2	<b>Michitaka Sawada</b> , Kao Corp.		2	<b>Michitaka Sawada</b> , Kao Corp.		-	-	
3	<b>Satoshi Suzuki</b> , Pola Orbis Holdings		3	<b>Satoshi Suzuki</b> , Pola Orbis Holdings		-	-	
RANK	BEST CFO		RANK	BEST CFO		RANK	BEST CFO	
1	<b>Norio Tadakawa</b> , Shiseido Co.		1	<b>Norio Tadakawa</b> , Shiseido Co.		-	-	
2	<b>Akira Fujii</b> , Pola Orbis Holdings		2	<b>Akira Fujii</b> , Pola Orbis Holdings		-	-	
3	<b>Kenjiro Kobayashi</b> , Lion Corp.		3	<b>Kenjiro Kobayashi</b> , Lion Corp.		-	-	
RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL	
1	<b>Naotaka Hashi</b> , Pola Orbis Holdings		1	<b>Naotaka Hashi</b> , Pola Orbis Holdings		-	-	
2	<b>Hitonori Nakata</b> , KOSE Corp.		2	<b>Hitonori Nakata</b> , KOSE Corp.		-	-	
3	<b>Zenzo Yamaguchi</b> , Pigeon Corp.		3	<b>Zenzo Yamaguchi</b> , Pigeon Corp.		-	-	
RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM	
1	<b>Kao Corp.</b>		1	<b>Kao Corp.</b>		-	-	
2	<b>Pola Orbis Holdings</b>		2	<b>Pola Orbis Holdings</b>		-	-	
3	<b>Shiseido Co.</b>		3	<b>Shiseido Co.</b>		-	-	
RANK	BEST CORPORATE GOVERNANCE		RANK	BEST CORPORATE GOVERNANCE		RANK	BEST CORPORATE GOVERNANCE	
1	<b>Kao Corp.</b>			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
2	<b>Shiseido Co.</b>							
3	<b>Pola Orbis Holdings</b>							
RANK	BEST ESG/SRI METRICS		RANK	BEST ESG/SRI METRICS		RANK	BEST ESG/SRI METRICS	
1	<b>Kao Corp.</b>			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
2	<b>Shiseido Co.</b>							
3	<b>Pigeon Corp.</b>							
RANK	BEST ANALYST DAYS		RANK	BEST ANALYST DAYS		RANK	BEST ANALYST DAYS	
1	<b>Pola Orbis Holdings</b>			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
2	<b>Shiseido Co.</b>							
3	<b>Kao Corp.</b>							

**13 Household & Personal Care companies nominated**

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## HOUSING & REAL ESTATE

OVERALL		BUY-SIDE		SELL-SIDE	
RANK	BEST CEO	RANK	BEST CEO	RANK	BEST CEO
1	<b>Taisuke Miyajima</b> , Kenedix	1	<b>Taisuke Miyajima</b> , Kenedix	-	-
2	<b>Manabu Yoshidome</b> , Hulic Co.	2	<b>Manabu Yoshidome</b> , Hulic Co.	-	-
3	<b>Eiji Kutsukake</b> , Nomura Real Estate Holdings	3	<b>Eiji Kutsukake</b> , Nomura Real Estate Holdings	-	-
RANK	BEST CFO	RANK	BEST CFO	RANK	BEST CFO
1	<b>Masahiko Tajima</b> , Kenedix*	1	<b>Masahiko Tajima</b> , Kenedix*	-	-
-	<b>Hiroyuki Kimura</b> , Nomura Real Estate Holdings*	-	<b>Hiroyuki Kimura</b> , Nomura Real Estate Holdings*	-	-
3	<b>Naoyuki Matsumoto</b> , Heiwa Real Estate Co.* <b>Hiroshi Katayama</b> , Mitsubishi Estate Co.*	3	<b>Naoyuki Matsumoto</b> , Heiwa Real Estate Co.	-	-
RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL
1	<b>Shin Ito</b> , Hulic Co.	1	<b>Shin Ito</b> , Hulic Co.	-	-
2	<b>Chizuru Itaya</b> , Mitsubishi Estate Co.	2	<b>Chizuru Itaya</b> , Mitsubishi Estate Co.	-	-
3	<b>Shingo Kawabata</b> , Mitsui Fudosan Co.	3	<b>Shingo Kawabata</b> , Mitsui Fudosan Co.	-	-
RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM
1	<b>Nomura Real Estate Holdings</b>	1	<b>Nomura Real Estate Holdings</b>	1	<b>Mitsubishi Estate Co.</b>
2	<b>Hulic Co.</b>	2	<b>Hulic Co.</b>	2	<b>Mitsui Fudosan Co.</b>
3	<b>Mitsui Fudosan Co.</b>	3	<b>Mitsui Fudosan Co.</b>	-	-
RANK	BEST CORPORATE GOVERNANCE	RANK	BEST CORPORATE GOVERNANCE	RANK	BEST CORPORATE GOVERNANCE
1	<b>Nomura Real Estate Holdings</b>				
2	<b>Hulic Co.</b>		Only available by subscribing to the IR Perception Study		Only available by subscribing to the IR Perception Study
3	<b>Mitsubishi Estate Co.</b>				
RANK	BEST ESG/SRI METRICS	RANK	BEST ESG/SRI METRICS	RANK	BEST ESG/SRI METRICS
1	<b>Hulic Co.*</b> <b>Nomura Real Estate Holdings*</b>				
-	-		Only available by subscribing to the IR Perception Study		Only available by subscribing to the IR Perception Study
3	<b>Mitsui Fudosan Co.</b>				
RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS
1	<b>Nomura Real Estate Holdings</b>				
2	<b>Mitsubishi Estate Co.</b>		Only available by subscribing to the IR Perception Study		Only available by subscribing to the IR Perception Study
3	<b>Hulic Co.</b>				

**26 Housing & Real Estate companies nominated**  
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\*Tie

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## INSURANCE & OTHER NONBANK FINANCIALS

OVERALL			BUY-SIDE			SELL-SIDE		
RANK	BEST CEO		RANK	BEST CEO		RANK	BEST CEO	
1	<b>Tsuyoshi Nagano</b> , Tokio Marine Holdings		1	<b>Tsuyoshi Nagano</b> , Tokio Marine Holdings		1	<b>Tsuyoshi Nagano</b> , Tokio Marine Holdings	
2	<b>Makoto Inoue</b> , ORIX Corp.		2	<b>Makoto Inoue</b> , ORIX Corp.		2	<b>Kengo Sakurada</b> , SOMPO Holdings	
3	<b>Kengo Sakurada</b> , SOMPO Holdings		3	<b>Koji Nagai</b> , Nomura Holdings		3	<b>Makoto Inoue</b> , ORIX Corp.	
RANK	BEST CFO		RANK	BEST CFO		RANK	BEST CFO	
1	<b>Kazuo Kojima</b> , ORIX Corp.		1	<b>Kazuo Kojima</b> , ORIX Corp.		1	<b>Kazuo Kojima</b> , ORIX Corp.	
2	<b>Takumi Kitamura</b> , Nomura Holdings		2	<b>Takumi Kitamura</b> , Nomura Holdings		-	-	
3	<b>Takayuki Yuasa</b> , Tokio Marine Holdings		3	<b>Takayuki Yuasa</b> , Tokio Marine Holdings		-	-	
RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL	
1	<b>Michio Okazaki</b> , Nomura Holdings		1	<b>Michio Okazaki</b> , Nomura Holdings		1	<b>Yukinori Kuroda</b> , SOMPO Holdings	
2	<b>Yukinori Kuroda</b> , SOMPO Holdings		2	<b>Yukinori Kuroda</b> , SOMPO Holdings		-	-	
3	<b>Kenji Nishimura</b> , Dai-ichi Life Holdings		-	-		-	-	
RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM	
1	<b>Tokio Marine Holdings</b>		1	<b>Tokio Marine Holdings</b>		1	<b>Tokio Marine Holdings</b>	
2	<b>ORIX Corp.</b>		2	<b>ORIX Corp.</b>		2	<b>MS&amp;AD Insurance Group Holdings</b>	
3	<b>Nomura Holdings</b>		3	<b>Nomura Holdings</b>		3	<b>Dai-ichi Life Holdings</b>	
RANK	BEST CORPORATE GOVERNANCE		RANK	BEST CORPORATE GOVERNANCE		RANK	BEST CORPORATE GOVERNANCE	
1	<b>Tokio Marine Holdings</b>			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
2	<b>ORIX Corp.</b>							
3	<b>Nomura Holdings</b>							
RANK	BEST ESG/SRI METRICS		RANK	BEST ESG/SRI METRICS		RANK	BEST ESG/SRI METRICS	
1	<b>Tokio Marine Holdings</b>			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
2	<b>MS&amp;AD Insurance Group Holdings</b>							
3	<b>Sony Financial Holdings</b>							
RANK	BEST ANALYST DAYS		RANK	BEST ANALYST DAYS		RANK	BEST ANALYST DAYS	
1	<b>Nomura Holdings</b>			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
2	<b>Daiwa Securities Group</b>							
3	<b>Tokio Marine Holdings</b>							

**36 Insurance & Other Nonbank Financials companies nominated**

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## INTERNET

OVERALL		BUY-SIDE		SELL-SIDE	
RANK	BEST CEO	RANK	BEST CEO	RANK	BEST CEO
1	<b>Itaru Tanimura</b> , M3	1	<b>Itaru Tanimura</b> , M3	1	<b>Itaru Tanimura</b> , M3
2	<b>Susumu Fujita</b> , CyberAgent	2	<b>Susumu Fujita</b> , CyberAgent	-	-
3	<b>Masatoshi Kumagai</b> , GMO Internet	3	<b>Masatoshi Kumagai</b> , GMO Internet	-	-
RANK	BEST CFO	RANK	BEST CFO	RANK	BEST CFO
1	<b>Yasuhiro Ogino</b> , mixi	1	<b>Yasuhiro Ogino</b> , mixi	-	-
2	<b>Jun Hasebe</b> , COLOPL* <b>Takahiro Tsuji</b> , M3*	2	<b>Jun Hasebe</b> , COLOPL	-	-
-	-	3	<b>Takahiro Tsuji</b> , M3	-	-
RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL
1	<b>Sonoko Miyakawa</b> , CyberAgent	1	<b>Sonoko Miyakawa</b> , CyberAgent	-	-
2	<b>Anna Kiso</b> , M3	2	<b>Anna Kiso</b> , M3	-	-
3	<b>Eiji Hirakawa</b> , M3	3	<b>Eiji Hirakawa</b> , M3	-	-
RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM
1	<b>CyberAgent</b>	1	<b>CyberAgent</b>	-	-
2	<b>Yahoo Japan Corp.</b>	2	<b>Yahoo Japan Corp.</b>	-	-
3	<b>Rakuten</b>	3	<b>Rakuten</b>	-	-
RANK	BEST CORPORATE GOVERNANCE	RANK	BEST CORPORATE GOVERNANCE	RANK	BEST CORPORATE GOVERNANCE
1	<b>CyberAgent</b>				
2	<b>M3</b>		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>
3	<b>Yahoo Japan Corp.</b>				
RANK	BEST ESG/SRI METRICS	RANK	BEST ESG/SRI METRICS	RANK	BEST ESG/SRI METRICS
1	<b>CyberAgent</b>				
2	<b>Yahoo Japan Corp.</b>		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>
3	<b>M3*</b> <b>Rakuten*</b>				
RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS
1	<b>Rakuten</b>				
2	<b>Yahoo Japan Corp.</b>		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>
3	<b>CyberAgent</b>				

**34 Internet companies nominated**

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## METALS

OVERALL		BUY-SIDE		SELL-SIDE	
RANK	BEST CEO	RANK	BEST CEO	RANK	BEST CEO
1	<b>Yoshiaki Nakazato</b> , Sumitomo Metal Mining Co.	1	<b>Yoshiaki Nakazato</b> , Sumitomo Metal Mining Co.	1	<b>Yoshiaki Nakazato</b> , Sumitomo Metal Mining Co.
2	<b>Keiji Nishida</b> , Mitsui Mining & Smelting Co.	2	<b>Keiji Nishida</b> , Mitsui Mining & Smelting Co.	-	-
-	-	-	-	-	-
RANK	BEST CFO	RANK	BEST CFO	RANK	BEST CFO
1	<b>Yasuo Kawamura</b> , Maruichi Steel Tube	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL
1	<b>Tsuyoshi Nozawa</b> , Sumitomo Metal Mining Co.	1	<b>Tsuyoshi Nozawa</b> , Sumitomo Metal Mining Co.	1	<b>Tsuyoshi Nozawa</b> , Sumitomo Metal Mining Co.
2	<b>Yuichiro Kaneko</b> , Nippon Steel & Sumitomo Metal Corp.	2	<b>Yuichiro Kaneko</b> , Nippon Steel & Sumitomo Metal Corp.	-	-
-	-	-	-	-	-
RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM
1	<b>Sumitomo Metal Mining Co.</b>	1	<b>Sumitomo Metal Mining Co.</b>	1	<b>Sumitomo Metal Mining Co.</b>
2	<b>Nippon Steel &amp; Sumitomo Metal Corp.</b>	2	<b>Nippon Steel &amp; Sumitomo Metal Corp.</b>	-	-
3	<b>Mitsui Mining &amp; Smelting Co.</b>	3	<b>Mitsui Mining &amp; Smelting Co.</b>	-	-
RANK	BEST CORPORATE GOVERNANCE	RANK	BEST CORPORATE GOVERNANCE	RANK	BEST CORPORATE GOVERNANCE
1	<b>Sumitomo Metal Mining Co.</b>				
2	<b>Nippon Steel &amp; Sumitomo Metal Corp.</b>		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>
-	-				
RANK	BEST ESG/SRI METRICS	RANK	BEST ESG/SRI METRICS	RANK	BEST ESG/SRI METRICS
1	<b>Sumitomo Metal Mining Co.</b>				
-	-		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>
-	-				
RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS
1	<b>Hitachi Metals</b>				
2	<b>JFE Holdings</b>		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>
3	<b>Sumitomo Metal Mining Co.</b>				

18 Metals companies nominated

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## RETAILING

OVERALL			BUY-SIDE			SELL-SIDE		
RANK	BEST CEO		RANK	BEST CEO		RANK	BEST CEO	
1	<b>Tadashi Yanai</b> , Fast Retailing Co.		1	<b>Tadashi Yanai</b> , Fast Retailing Co.		-	-	
2	<b>Yusaku Maezawa</b> , Start Today Co.		2	<b>Eiji Kawai</b> , Seria Co.		-	-	
3	<b>Eiji Kawai</b> , Seria Co.		3	<b>Hiroshi Aoi</b> , Marui Group Co.		-	-	
RANK	BEST CFO		RANK	BEST CFO		RANK	BEST CFO	
1	<b>Mitsuo Takahashi</b> , Don Quijote Holdings Co.		1	<b>Mitsuo Takahashi</b> , Don Quijote Holdings Co.		-	-	
2	<b>Koji Yanagisawa</b> , Start Today Co.		2	<b>Koji Yanagisawa</b> , Start Today Co.		-	-	
3	<b>Takeshi Okazaki</b> , Fast Retailing Co.		3	<b>Akitoshi Takenaka</b> , Heiwado Co.		-	-	
RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL	
1	<b>Satoshi Tan</b> , United Arrows		1	<b>Satoshi Tan</b> , United Arrows		-	-	
2	<b>Keiko Hirai</b> , Don Quijote Holdings Co.		2	<b>Keiko Hirai</b> , Don Quijote Holdings Co.		-	-	
3	<b>Kenji Takeuchi</b> , Ryohin Keikaku Co.		3	<b>Kenji Takeuchi</b> , Ryohin Keikaku Co.		-	-	
RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM	
1	<b>Don Quijote Holdings Co.</b>		1	<b>Don Quijote Holdings Co.</b>		1	<b>United Arrows</b>	
2	<b>Start Today Co.</b>		2	<b>Marui Group Co.</b>		-	-	
3	<b>Marui Group Co.</b>		3	<b>Start Today Co.</b>		-	-	
RANK	BEST CORPORATE GOVERNANCE		RANK	BEST CORPORATE GOVERNANCE		RANK	BEST CORPORATE GOVERNANCE	
1	<b>Marui Group Co.</b>							
2	<b>Ryohin Keikaku Co.</b>			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
3	<b>Seven &amp; i Holdings Co.</b>							
RANK	BEST ESG/SRI METRICS		RANK	BEST ESG/SRI METRICS		RANK	BEST ESG/SRI METRICS	
1	<b>Marui Group Co.</b>							
2	<b>Seven &amp; i Holdings Co.</b>			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
3	<b>Fast Retailing Co.</b>							
RANK	BEST ANALYST DAYS		RANK	BEST ANALYST DAYS		RANK	BEST ANALYST DAYS	
1	<b>Marui Group Co.</b>							
2	<b>Don Quijote Holdings Co.</b>			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
3	<b>Fast Retailing Co.*</b> <b>Nitori Holdings Co.*</b>							

**85 Retailing companies nominated**

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## SOFTWARE

OVERALL			BUY-SIDE			SELL-SIDE		
RANK	BEST CEO		RANK	BEST CEO		RANK	BEST CEO	
1	<b>Tatsumi Kimishima</b> , Nintendo Co.		1	<b>Tatsumi Kimishima</b> , Nintendo Co.		-	-	
2	<b>Yuji Otsuka</b> , OTSUKA Corp.		2	<b>Yuji Otsuka</b> , OTSUKA Corp.		-	-	
3	<b>Issei Ainoura</b> , GMO Payment Gateway* <b>Owen Mahoney</b> , NEXON Co.*		3	<b>Owen Mahoney</b> , NEXON Co.		-	-	
RANK	BEST CFO		RANK	BEST CFO		RANK	BEST CFO	
1	<b>Tetsuya Fukunaga</b> , SCSK Corp.		1	<b>Tetsuya Fukunaga</b> , SCSK Corp.		-	-	
2	<b>Mahendra Negi</b> , Trend Micro		2	<b>Mahendra Negi</b> , Trend Micro		-	-	
3	<b>Eiji Ueki</b> , NTT Data Corp.		3	<b>Eiji Ueki</b> , NTT Data Corp.		-	-	
RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL	
1	<b>Ryosuke Tanaka</b> , CAPCOM Co.		1	<b>Ryosuke Tanaka</b> , CAPCOM Co.		-	-	
2	<b>Eiki Morimoto</b> , Nintendo Co.		2	<b>Eiki Morimoto</b> , Nintendo Co.		-	-	
3	<b>Makoto Nakagawa</b> , TIS		3	<b>Hirofumi Tozawa</b> , GMO Payment Gateway* <b>Koichi Habara</b> , Trend Micro*		-	-	
RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM	
1	<b>Nintendo Co.</b>		1	<b>Nintendo Co.</b>		-	-	
2	<b>SCSK Corp.</b>		2	<b>SCSK Corp.</b>		-	-	
3	<b>Nomura Research Institute</b>		3	<b>Nomura Research Institute</b>		-	-	
RANK	BEST CORPORATE GOVERNANCE		RANK	BEST CORPORATE GOVERNANCE		RANK	BEST CORPORATE GOVERNANCE	
1	<b>CAPCOM Co.</b>			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
2	<b>Nintendo Co.</b>			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
3	<b>SCSK Corp.</b>			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
RANK	BEST ESG/SRI METRICS		RANK	BEST ESG/SRI METRICS		RANK	BEST ESG/SRI METRICS	
1	<b>SCSK Corp.</b>			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
2	<b>Nintendo Co.</b>			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
3	<b>CAPCOM Co.</b>			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
RANK	BEST ANALYST DAYS		RANK	BEST ANALYST DAYS		RANK	BEST ANALYST DAYS	
1	<b>Nomura Research Institute</b>			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
2	<b>Nintendo Co.</b>			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
3	<b>NTT Data Corp.</b>			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	

47 Software companies nominated

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\*Tie

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 Meeting the challenge: Listed below are the top-ranked companies for CEO, CFO, IR Professional, IR Program, Corporate Governance, ESG/SRI Metrics and Analyst Days

## TECHNICAL MATERIALS

OVERALL		BUY-SIDE		SELL-SIDE	
RANK	BEST CEO	RANK	BEST CEO	RANK	BEST CEO
1	<b>Tatsuo Kawada</b> , Seiren Co.	-	-	-	-
2	<b>Akihiro Nikkaku</b> , Toray Industries	-	-	-	-
-	-	-	-	-	-
RANK	BEST CFO	RANK	BEST CFO	RANK	BEST CFO
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL
1	<b>Kazumi Tamaki</b> , Asahi Glass Co.	1	<b>Kazumi Tamaki</b> , Asahi Glass Co.	-	-
-	-	-	-	-	-
-	-	-	-	-	-
RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM
1	<b>Toray Industries</b>	1	<b>Toray Industries</b>	-	-
2	<b>Asahi Glass Co.</b>	2	<b>Teijin</b>	-	-
3	<b>Teijin</b>	3	<b>Asahi Glass Co.</b>	-	-
RANK	BEST CORPORATE GOVERNANCE	RANK	BEST CORPORATE GOVERNANCE	RANK	BEST CORPORATE GOVERNANCE
1	<b>Asahi Glass Co.</b>		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>
-	-				
-	-				
RANK	BEST ESG/SRI METRICS	RANK	BEST ESG/SRI METRICS	RANK	BEST ESG/SRI METRICS
1	<b>Toray Industries</b>		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>
-	-				
-	-				
RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS
-	-		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>
-	-				
-	-				

**23 Technical Materials companies nominated**

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## TELECOMMUNICATIONS

OVERALL		BUY-SIDE		SELL-SIDE	
RANK	BEST CEO	RANK	BEST CEO	RANK	BEST CEO
1	<b>Masayoshi Son</b> , SoftBank Group Corp.	1	<b>Masayoshi Son</b> , SoftBank Group Corp.	-	-
2	<b>Hiroo Unoura</b> , Nippon Telegraph and Telephone Corp.	2	<b>Hiroo Unoura</b> , Nippon Telegraph and Telephone Corp.	-	-
3	<b>Takashi Tanaka</b> , KDDI Corp.	3	<b>Takashi Tanaka</b> , KDDI Corp.	-	-
RANK	BEST CFO	RANK	BEST CFO	RANK	BEST CFO
1	<b>Yoshimitsu Goto</b> , SoftBank Group Corp.	1	<b>Yoshimitsu Goto</b> , SoftBank Group Corp.	-	-
2	<b>Jun Sawada</b> , Nippon Telegraph and Telephone Corp.* <b>Hiroataka Sato</b> , NTT Docomo*	2	<b>Jun Sawada</b> , Nippon Telegraph and Telephone Corp.* <b>Hiroataka Sato</b> , NTT Docomo*	-	-
-	-	-	-	-	-
RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL
1	<b>Kazuko Kimiwada</b> , SoftBank Group Corp.	1	<b>Kazuko Kimiwada</b> , SoftBank Group Corp.	-	-
2	<b>Keita Horii</b> , KDDI Corp.	2	<b>Keita Horii</b> , KDDI Corp.	-	-
3	<b>Kazuhiro Iwashita</b> , KDDI Corp.	3	<b>Kazuhiro Iwashita</b> , KDDI Corp.	-	-
RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM
1	<b>SoftBank Group Corp.</b>	1	<b>SoftBank Group Corp.</b>	-	-
2	<b>KDDI Corp.</b>	2	<b>KDDI Corp.</b>	-	-
3	<b>NTT Docomo</b>	3	<b>NTT Docomo</b>	-	-
RANK	BEST CORPORATE GOVERNANCE	RANK	BEST CORPORATE GOVERNANCE	RANK	BEST CORPORATE GOVERNANCE
1	<b>SoftBank Group Corp.</b>				
2	<b>NTT Docomo</b>		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>
3	<b>KDDI Corp.</b>				
RANK	BEST ESG/SRI METRICS	RANK	BEST ESG/SRI METRICS	RANK	BEST ESG/SRI METRICS
1	<b>SoftBank Group Corp.</b>				
2	<b>KDDI Corp.</b>		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>
3	<b>NTT Docomo</b>				
RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS
1	<b>SoftBank Group Corp.</b>				
2	<b>Nippon Telegraph and Telephone Corp.</b>		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>
3	<b>KDDI Corp.</b>				

### 8 Telecommunications companies nominated

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\*Tie

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## TRADING COMPANIES

OVERALL			BUY-SIDE			SELL-SIDE		
RANK	BEST CEO		RANK	BEST CEO		RANK	BEST CEO	
1	<b>Masahiro Okafuji</b> , ITOCHU Corp.		1	<b>Masahiro Okafuji</b> , ITOCHU Corp.		1	<b>Masahiro Okafuji</b> , ITOCHU Corp.	
2	<b>Takehiko Kakiuchi</b> , Mitsubishi Corp.		2	<b>Takehiko Kakiuchi</b> , Mitsubishi Corp.		-	-	
3	<b>Tatsuo Yasunaga</b> , Mitsui & Co.		-	-		-	-	
RANK	BEST CFO		RANK	BEST CFO		RANK	BEST CFO	
1	<b>Tsuyoshi Hachimura</b> , ITOCHU Corp.		1	<b>Tsuyoshi Hachimura</b> , ITOCHU Corp.		1	<b>Koichi Takahata</b> , Sumitomo Corp.	
2	<b>Kazuyuki Masu</b> , Mitsubishi Corp.		2	<b>Kazuyuki Masu</b> , Mitsubishi Corp.		-	-	
3	<b>Koichi Takahata</b> , Sumitomo Corp.		3	<b>Koichi Takahata</b> , Sumitomo Corp.		-	-	
RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL	
1	<b>Hiroshi Takehisa</b> , Mitsubishi Corp.		1	<b>Hiroshi Takehisa</b> , Mitsubishi Corp.		-	-	
2	<b>Yuji Mano</b> , Mitsui & Co.		2	<b>Yuji Mano</b> , Mitsui & Co.		-	-	
3	<b>Tatsuro Tamura</b> , Sumitomo Corp.		-	-		-	-	
RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM	
1	<b>Mitsubishi Corp.</b>		1	<b>Mitsubishi Corp.</b>		1	<b>Mitsui &amp; Co.</b>	
2	<b>ITOCHU Corp.</b>		2	<b>ITOCHU Corp.</b>		2	<b>ITOCHU Corp.</b>	
3	<b>Mitsui &amp; Co.</b>		3	<b>Mitsui &amp; Co.</b>		3	<b>Sumitomo Corp.</b>	
RANK	BEST CORPORATE GOVERNANCE		RANK	BEST CORPORATE GOVERNANCE		RANK	BEST CORPORATE GOVERNANCE	
1	<b>Mitsubishi Corp.</b>							
2	<b>ITOCHU Corp.</b>			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
3	<b>Mitsui &amp; Co.</b>							
RANK	BEST ESG/SRI METRICS		RANK	BEST ESG/SRI METRICS		RANK	BEST ESG/SRI METRICS	
1	<b>Mitsubishi Corp.</b>							
2	<b>ITOCHU Corp.</b>			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
3	<b>Mitsui &amp; Co.</b>							
RANK	BEST ANALYST DAYS		RANK	BEST ANALYST DAYS		RANK	BEST ANALYST DAYS	
1	<b>Mitsubishi Corp.</b>							
2	<b>Mitsui &amp; Co.</b>			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
3	<b>ITOCHU Corp.*</b> <b>Sumitomo Corp.*</b>							

**12 Trading Companies companies nominated**

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## TRANSPORTATION

OVERALL		BUY-SIDE		SELL-SIDE	
RANK	BEST CEO	RANK	BEST CEO	RANK	BEST CEO
1	<b>Yoshiharu Ueki</b> , Japan Airlines Co.	1	<b>Yoshiharu Ueki</b> , Japan Airlines Co.	-	-
2	<b>Tetsuro Tomita</b> , East Japan Railway Co.	2	<b>Tetsuro Tomita</b> , East Japan Railway Co.	-	-
-	-	-	-	-	-
RANK	BEST CFO	RANK	BEST CFO	RANK	BEST CFO
1	<b>Ichiro Fukuzawa</b> , ANA Holdings	1	<b>Ichiro Fukuzawa</b> , ANA Holdings	-	-
2	<b>Norikazu Saito</b> , Japan Airlines Co.	2	<b>Norikazu Saito</b> , Japan Airlines Co.	-	-
-	-	-	-	-	-
RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL
1	<b>Tomohiro Hayakawa</b> , ANA Holdings	1	<b>Tomohiro Hayakawa</b> , ANA Holdings	-	-
2	<b>Shigemi Matsumoto</b> , Japan Airlines Co.	2	<b>Shigemi Matsumoto</b> , Japan Airlines Co.	-	-
3	<b>Kentaro Ayai</b> , Mitsui O.S.K. Lines	3	<b>Noriko Miyamoto</b> , Nippon Yusen K.K.	-	-
RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM
1	<b>ANA Holdings</b>	1	<b>ANA Holdings</b>	-	-
2	<b>Japan Airlines Co.</b>	2	<b>Japan Airlines Co.</b>	-	-
3	<b>East Japan Railway Co.</b>	3	<b>East Japan Railway Co.</b>	-	-
RANK	BEST CORPORATE GOVERNANCE	RANK	BEST CORPORATE GOVERNANCE	RANK	BEST CORPORATE GOVERNANCE
1	<b>Japan Airlines Co.</b>		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>
2	<b>East Japan Railway Co.</b>				
3	<b>ANA Holdings</b>				
RANK	BEST ESG/SRI METRICS	RANK	BEST ESG/SRI METRICS	RANK	BEST ESG/SRI METRICS
1	<b>ANA Holdings</b>		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>
2	<b>East Japan Railway Co.</b>				
3	<b>Nippon Yusen K.K.</b>				
RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS
1	<b>Japan Airlines Co.</b>		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>
2	<b>ANA Holdings</b>				
3	<b>Kamigumi Co.</b>				

**27 Transportation companies nominated**

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