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Securities Code: 4307

Date of sending by postal mail: May 28, 2026

Start date of measures for electronic provision: May 22, 2026

Dear Shareholders,

Kaga Yanagisawa
President & CEO, Member of the Board,
Representative Director
Nomura Research Institute, Ltd.
1-9-2, Otemachi, Chiyoda-ku, Tokyo

Notice of Convocation of the 61st Ordinary General Meeting of Shareholders

The 61st Ordinary General Meeting of Shareholders of Nomura Research Institute, Ltd. (hereinafter the “Company”) will be held as described below.

The Company has taken measures for electronic provision of information when convening this General Meeting of Shareholders, and has posted the matters subject to measures for electronic provision (matters required to be provided electronically stipulated by laws and regulations) on the following websites.

Company’s website
<https://ir.nri.com/jp/ir/stock/meeting.html> (in Japanese)

Website for shareholders’ meeting materials
<https://d.sokai.jp/4307/teiji/> (in Japanese)

You may exercise your voting rights in writing or via the Internet in advance instead of attending the meeting. If you are not attending the meeting in person, please review the Reference Documents for the General Meeting of Shareholders and exercise your voting rights by 5:00 p.m. on Thursday, June 18, 2026 (Japan Time), the day before the meeting.

Please refer to page 3 for details on the method for exercising your voting rights.

Details

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- | | |
|-------------------------|---|
| 1. Date and Time | Friday, June 19, 2026, at 10:00 a.m. (Japan Time)
(The reception will start at 9:00 a.m.) |
|-------------------------|---|
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- | | |
|-----------------|--|
| 2. Place | OTEMACHI FINANCIAL CITY
3F South Tower, Conference Center, Hall
1-9-7, Otemachi, Chiyoda-ku, Tokyo |
|-----------------|--|
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- | | |
|-------------------------------------|---|
| 3. Objectives of the Meeting | ► Matters to be reported:
The contents of Business Report, Consolidated Financial Statements, Financial Statements and results of audit by Accounting Auditor and Audit & Supervisory Committee of Consolidated Financial Statements for the fiscal year from April 1, 2025, to March 31, 2026.
► Matters to be resolved:
Proposal: Election of Eight (8) Members of the Board Who Are Not Members of the Audit & Supervisory Committee |
|-------------------------------------|---|
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- If any changes have been made to the matters subject to measures for electronic provision, such changes will be posted on the websites listed on the previous page.

Guide to Exercise of Voting Rights

If you are attending the meeting in person

You are kindly requested to bring in and present the Voting Form to the receptionist at the meeting venue.

In addition, please remember to bring this notice to the meeting.

- Only shareholders of the Company may attend the meeting. In the case of attendance by proxy, the proxy must also be a shareholder of the Company.
- In addition to the Voting Form for exercising voting rights as proxy and a document evidencing the authority of proxy (power of attorney, etc.), the proxy should submit the proxy's own Voting Form to the receptionist.

If you are not attending the meeting in person

Exercising voting rights in writing (by post)

Voting deadline Votes must be received by **5:00 p.m. on Thursday, June 18, 2026 (Japan Time)**

Please return the Voting Form indicating your vote, for or against each proposal, so that your vote will be received by the Company (administrator of shareholder registry) by the deadline for exercising voting rights.

- In the event that your vote, for or against each proposal, is not indicated in the Voting Form submitted to the Company, the vote shall be treated as a vote in favor.
- In the event of more than one vote in writing, the vote most recently received shall be treated as valid.

Exercising voting rights via the Internet

Voting deadline Votes must be exercised by **5:00 p.m. on Thursday, June 18, 2026 (Japan Time)**

Please use the QR code or the login ID and temporary password shown on the right side of the Voting Form to log into the voting website, and enter your vote for or against each proposal.

Voting website <https://evote.tr.mufg.jp/> (in Japanese)

- In the event of more than one vote via the Internet, the most recent vote shall be treated as valid.
- In the event of duplicate votes in writing and via the Internet, the Internet vote shall be treated as valid.

Contact for information system-related inquiries

Corporate Agency Division (Help Desk), Mitsubishi UFJ Trust and Banking Corporation

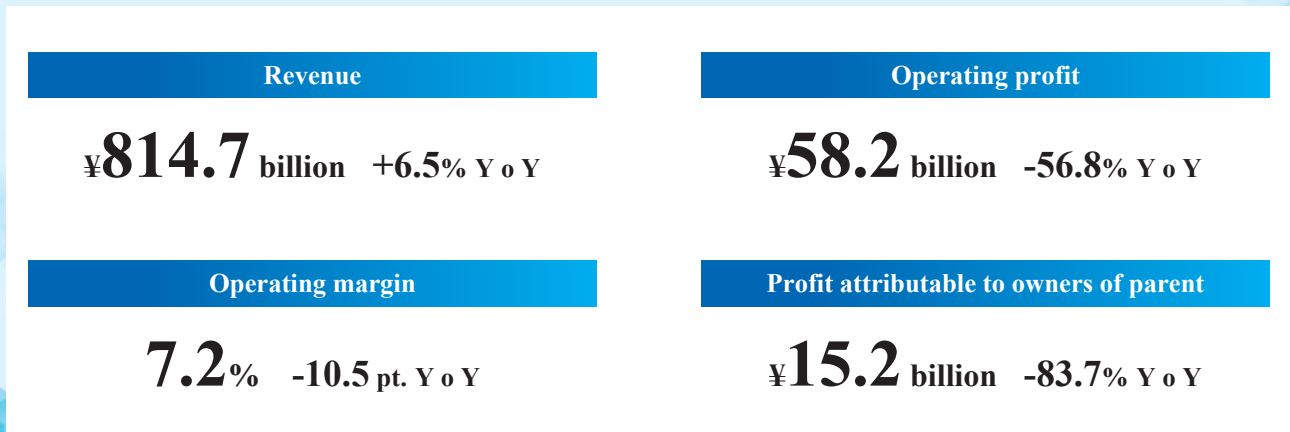
Telephone: 0120-173-027 (Service hours: 9:00 a.m. to 9:00 p.m., Japan Time)

* QR Code is a registered trademark of DENSO WAVE INCORPORATED.

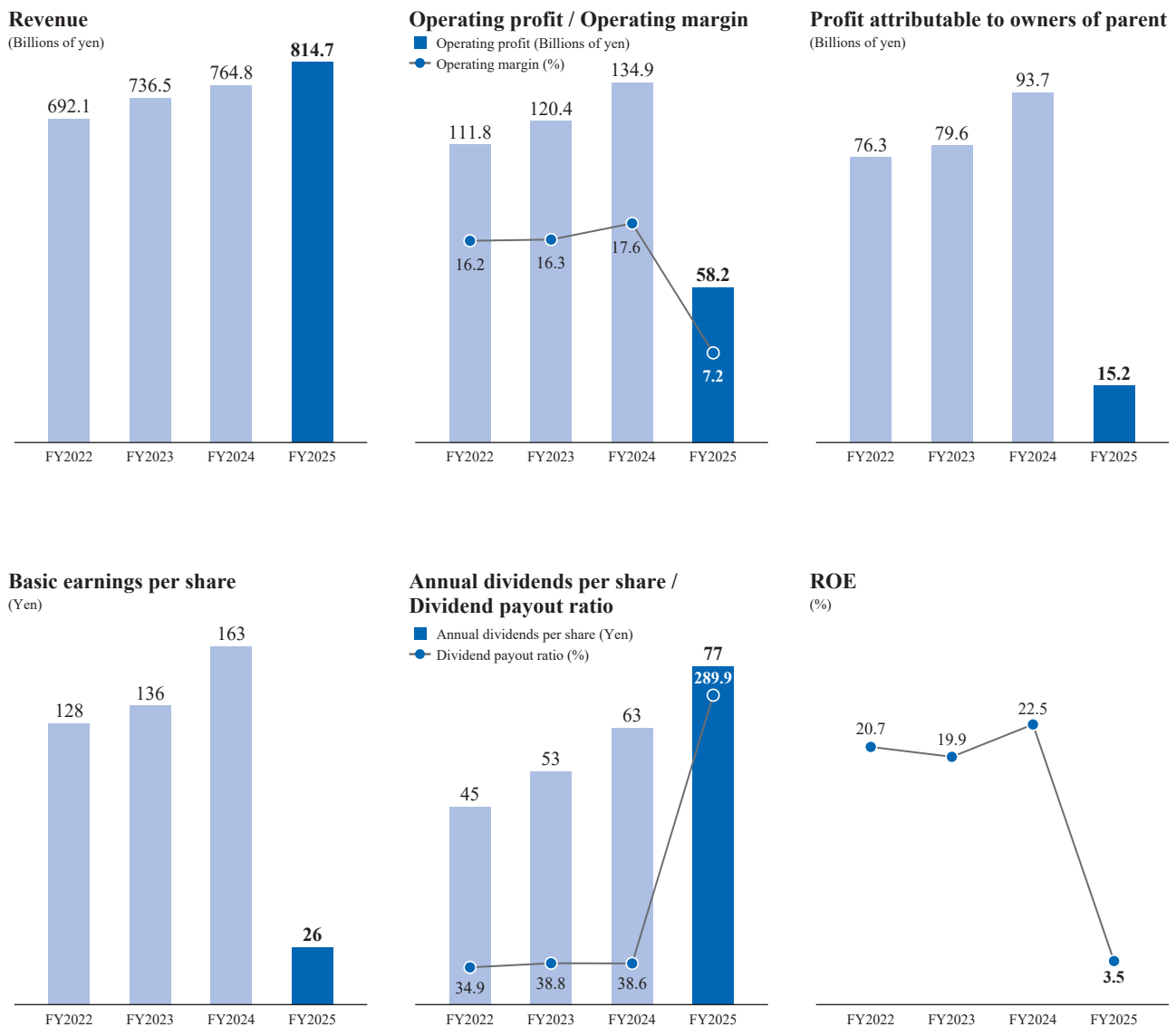
<To institutional investors>

Institutional investors who have applied in advance may use the Electronic Voting System Platform operated by ICJ, Inc.

▶ Financial highlights



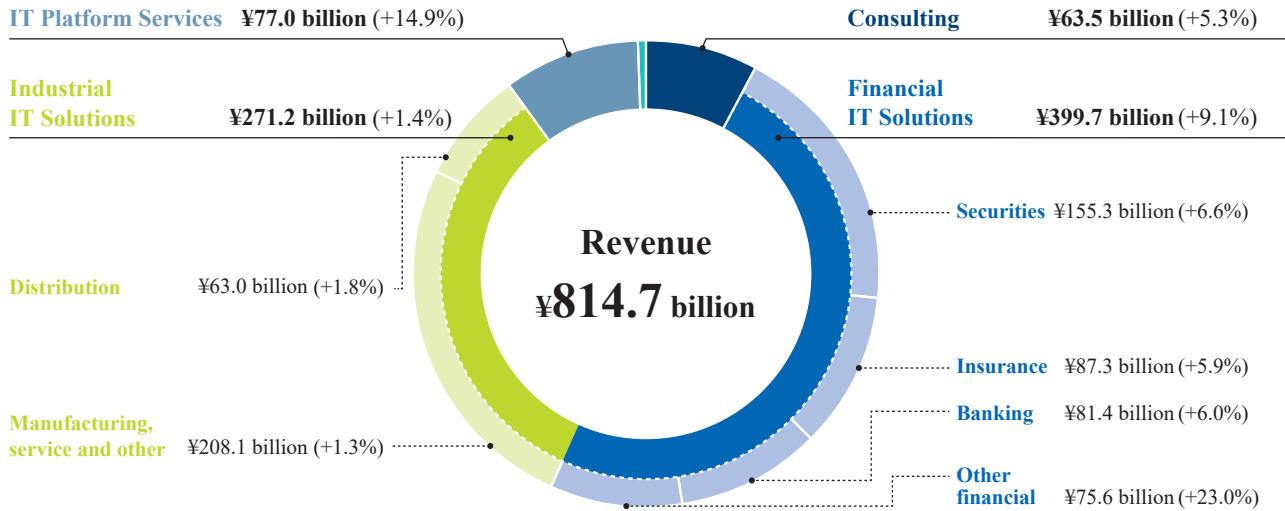
▶ Trends in financial results



*“FY2025” means the fiscal year ended March 31, 2026, and other fiscal years mean in a corresponding manner.

▶ Overview of business results by segment

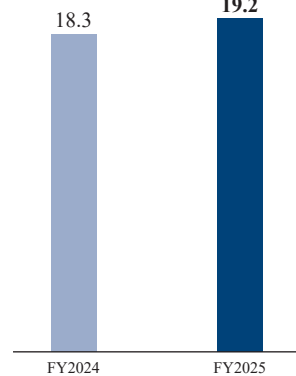
External revenue by segment for FY2025 (YoY change)



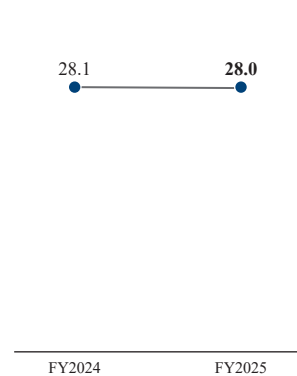
Segment performance results for FY2025

▶ Consulting

Operating profit
(Billions of yen)

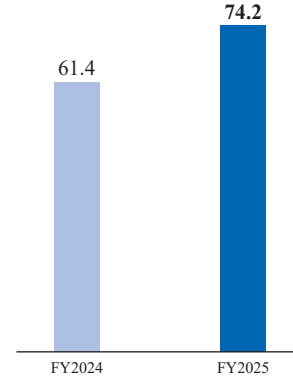


Operating margin
(%)

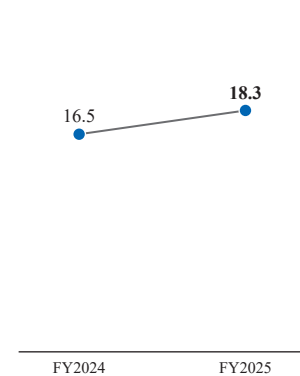


▶ Financial IT Solutions

Operating profit
(Billions of yen)

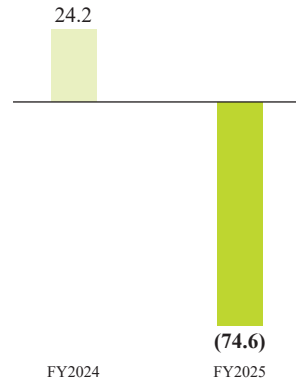


Operating margin
(%)

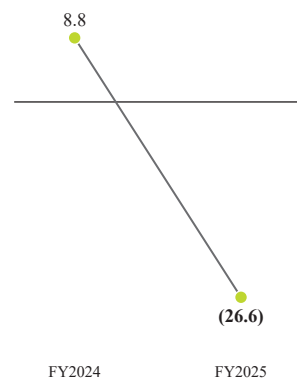


▶ Industrial IT Solutions

Operating profit
(Billions of yen)

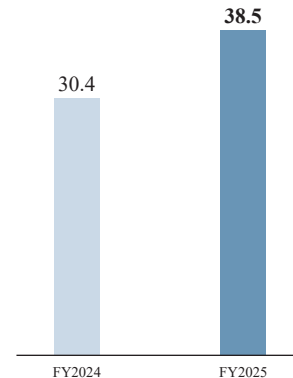


Operating margin
(%)

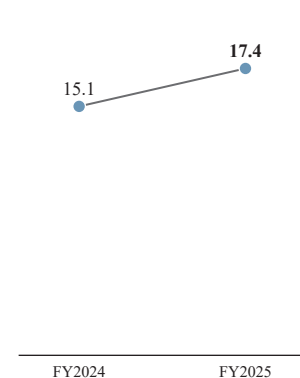


▶ IT Platform Services

Operating profit
(Billions of yen)



Operating margin
(%)



*"FY2025" means the fiscal year ended March 31, 2026, and other fiscal years mean in a corresponding manner.

Reference Documents for the General Meeting of Shareholders

Proposal: Election of Eight (8) Members of the Board Who Are Not Members of the Audit & Supervisory Committee

The terms of office of all nine (9) Members of the Board who are not Members of the Audit & Supervisory Committee will expire at the conclusion of this General Meeting of Shareholders. Accordingly, the Company proposes to elect eight (8) Members of the Board who are not Members of the Audit & Supervisory Committee.

The Audit & Supervisory Committee has reviewed this proposal, taking into account the deliberations of the Nomination Committee, and there were no particular matters to be pointed out.

The candidates for the Members of the Board who are not Members of the Audit & Supervisory Committee are as follows:

No.	Name	Attribute of candidate (after this General Meeting)			Current position in the Company
1	<input type="checkbox"/> Reelection Shingo Konomoto	<input type="checkbox"/> Non-executive			Chairman, Member of the Board
2	<input type="checkbox"/> New election Toru Otsuka	<input type="checkbox"/> Non-executive			–
3	<input type="checkbox"/> Reelection Kaga Yanagisawa				President & CEO, Member of the Board, Representative Director
4	<input type="checkbox"/> Reelection Masaaki Yamazaki				Senior Executive Managing Director, Member of the Board, Representative Director
5	<input type="checkbox"/> New election Hiroyuki Nakayama				Senior Executive Managing Director
6	<input type="checkbox"/> Reelection Hideki Kobori	<input type="checkbox"/> Non-executive	<input type="checkbox"/> Outside	<input type="checkbox"/> Independent	Member of the Board
7	<input type="checkbox"/> Reelection Eriko Asai	<input type="checkbox"/> Non-executive	<input type="checkbox"/> Outside	<input type="checkbox"/> Independent	Member of the Board
8	<input type="checkbox"/> New election Taro Fujie	<input type="checkbox"/> Non-executive	<input type="checkbox"/> Outside	<input type="checkbox"/> Independent	–



Candidate
Number

1

Reelection
Non-executive

Number of the
Company's shares held

258,921

Attendance at the Board
of Directors meetings

14/14

Shingo Konomoto

February 11, 1960

Career summary, positions and areas of responsibility in the Company

April 1985	Joined the Company
April 2004	Senior Managing Director Division Manager of Consulting Division III
April 2010	Senior Corporate Managing Director Division Manager of Consulting Division
April 2015	Senior Executive Managing Director Supervising of Business Divisions Head of Consulting
June 2015	Senior Executive Managing Director, Member of the Board, Representative Director Supervising of Business Divisions Head of Consulting
April 2016	President & CEO, Member of the Board, Representative Director
June 2019	Chairman and President & CEO, Member of the Board, Representative Director
April 2024	Chairman, Member of the Board, Representative Director
June 2024	Chairman, Member of the Board Chairperson of the Board of Directors (present)

Important concurrent positions

Outside Director of SONY GROUP CORPORATION
Non-executive Director of Kirin Holdings Company, Limited

Reasons for nomination as a candidate for Member of the Board

The candidate possesses abundant experience and achievements concerning the management of the NRI Group, having served for 8 years as President & CEO of the Company. In addition, currently from the standpoint of non-executive Member of the Board, he is putting his efforts into the appropriate operation and vitalization of the Board of Directors meetings as chairperson. As the chairperson of the Nomination Committee and a member of the Compensation Committee, he has also been working to establish and implement a succession plan and to ensure objectivity and fairness with respect to the appointment of Members of the Board, the determination of remuneration, etc. The Company requests his reelection as Member of the Board to apply his experience and understanding gained throughout his career, in the supervision of the management of the Company. If this proposal is approved, the Company will reappoint him as Chairperson of the Board of Directors and a member of the Nomination Committee and the Compensation Committee at the Board of Directors meeting to be held after this General Meeting of Shareholders.



Candidate
Number 2

New election
Non-executive

Number of the
Company's shares held

—

Toru Otsuka

June 5, 1967

Career summary, positions and areas of responsibility in the Company

April 1991 Joined The Nomura Securities Co., Ltd. (currently, Nomura Holdings, Inc.)
April 2018 Senior Managing Director of Nomura Holdings, Inc.
Senior Managing Director of Nomura Securities Co., Ltd.
April 2021 Executive Officer of Nomura Holdings, Inc.
Director and Senior Corporate Managing Director of Nomura Securities Co., Ltd.
April 2024 Senior Managing Director of Nomura Holdings, Inc.
November 2024 Senior Corporate Managing Director of Nomura Securities Co., Ltd.
April 2025 Director of Nomura Securities Co., Ltd.
April 2026 Adviser of Nomura Securities Co., Ltd. (present)
* scheduled to retire in June 2026

Reasons for nomination as a candidate for Member of the Board

The candidate served as Executive Officer of Nomura Holdings, Inc., Director of Nomura Securities Co., Ltd., etc. He possesses long-standing experience in the securities industry, which is one of the Company's major business areas. In addition, he possesses abundant experience and achievements in establishing and operating international compliance systems and internal controls, having been stationed at overseas subsidiaries as the officer in charge of global regulations for the Nomura Group. The Company requests his election as Member of the Board to apply his experience and understanding gained throughout his career, in the supervision of the management of the Company.



Candidate
Number

3

Reelection

Number of the
Company's shares held
86,366

Attendance at the Board
of Directors meetings
14/14

Kaga Yanagisawa

May 3, 1967

Career summary, positions and areas of responsibility in the Company

April 1991 Joined the Company
April 2019 Managing Director
 Deputy Head of Human Resources and Human Resources Development
April 2021 Senior Managing Director
 Head of Human Resources and Human Resources Development
 Deputy Head of Corporate Planning
April 2023 Senior Corporate Managing Director
 Head of Corporate Strategy, Corporate Communications and Investor Relations
 Division Manager of Center for Corporate Planning
April 2024 President & CEO
June 2024 President & CEO, Member of the Board, Representative Director (present)

Reasons for nomination as a candidate for Member of the Board

The candidate possesses a wide range of experience in business execution and achievements in the areas of consulting and corporate headquarters. She is currently responsible for the NRI Group's management as President & CEO. The Company requests her reelection as Member of the Board to apply her experience and understanding gained throughout her career, in the management of the Company. Moreover, the candidate currently serves as a member of the Nomination Committee. If this proposal is approved, the Company will reappoint her as a member of the Nomination Committee at the Board of Directors meeting to be held after this General Meeting of Shareholders.



Candidate
Number

4

Reelection

Number of the
Company's shares held
64,083

Attendance at the Board
of Directors meetings
11/11

Masaaki Yamazaki

August 10, 1967

Career summary, positions and areas of responsibility in the Company

April 1992	Joined the Company
April 2017	Managing Director Deputy Division Manager of Capital Markets & Wealth Management Solutions Division
April 2020	Senior Managing Director Deputy Division Manager of Capital Markets & Wealth Management Solutions Division
April 2023	Senior Managing Director Division Manager of Financial Technology Solution Division Deputy Division Manager of Capital Markets & Wealth Management Solutions Division
April 2024	Senior Corporate Managing Director Head of Corporate Administration
April 2025	Senior Corporate Managing Director Supervising of Corporate Headquarters
June 2025	Senior Corporate Managing Director, Member of the Board Supervising of Corporate Headquarters
April 2026	Senior Executive Managing Director, Member of the Board, Representative Director Supervising of Corporate Headquarters (present)

Reasons for nomination as a candidate for Member of the Board

The candidate has long-standing experience in business execution and achievements in the area of financial IT solutions. Additionally, he currently supervises corporate headquarters and is promoting governance and sustainability management across the entire NRI Group among other initiatives. The Company requests his reelection as Member of the Board to apply his experience and understanding gained throughout his career, in the management of the Company.

Moreover, the candidate currently serves as the chairperson of the Compensation Committee. If this proposal is approved, the Company will reappoint him as the chairperson of the Compensation Committee at the Board of Directors meeting to be held after this General Meeting of Shareholders.



Candidate Number 5

New election

Number of the Company's shares held
53,941

Hiroyuki Nakayama June 27, 1967

Career summary, positions and areas of responsibility in the Company

April 1990 Joined the Company

April 2021 Managing Director
Deputy Division Manager of Financial Technology Solution Division
Deputy Division Manager of Capital Markets & Wealth Management Solutions Division
Deputy Division Manager of Asset Management Solution Division

April 2022 Senior Managing Director
Division Manager of Capital Markets & Wealth Management Solutions Division

April 2023 Senior Corporate Managing Director
Head of Financial IT Strategy
Head of Capital Markets & Wealth Management Solutions
Head of Asset Management Solution
Division Manager of Capital Markets & Wealth Management Solutions Division

April 2024 Senior Corporate Managing Director
Head of Financial IT Solutions
Division Manager of Capital Markets & Wealth Management Solutions Division

April 2026 Senior Executive Managing Director
Supervising of Business Divisions
Head of Financial IT Solutions (present)

Reasons for nomination as a candidate for Member of the Board

The candidate has long-standing experience in business execution and achievements in the area of financial IT solutions. He currently supervises business divisions and leads the business growth of the NRI Group. The Company requests his election as Member of the Board to apply his experience and understanding gained throughout his career, in the management of the Company.



Candidate Number	6	Reelection Non-executive Outside Independent	Number of the Company's shares held	Attendance at the Board of Directors meetings
			4,000	14/14

Hideki Kobori

February 2, 1955

Career summary, positions and areas of responsibility in the Company

April 1978	Joined Asahi Chemical Industry Co., Ltd. (currently, ASAHI KASEI CORPORATION)
April 2008	Director of Asahi Kasei Microdevices Corporation Senior Executive Officer of Asahi Kasei Microdevices Corporation
April 2010	President & Representative Director of Asahi Kasei Microdevices Corporation Presidential Executive Officer of Asahi Kasei Microdevices Corporation
April 2012	Senior Executive Officer of ASAHI KASEI CORPORATION
June 2012	Director of ASAHI KASEI CORPORATION Senior Executive Officer of ASAHI KASEI CORPORATION
April 2014	Representative Director of ASAHI KASEI CORPORATION Primary Executive Officer of ASAHI KASEI CORPORATION
April 2016	President and Representative Director of ASAHI KASEI CORPORATION Presidential Executive Officer of ASAHI KASEI CORPORATION
April 2022	Chairman and Representative Director of ASAHI KASEI CORPORATION
April 2023	Chairman and Director of ASAHI KASEI CORPORATION (present)
June 2023	Member of the Board of the Company (present)

Important concurrent positions

Chairman and Director of ASAHI KASEI CORPORATION
Outside Director of SEIKO GROUP CORPORATION
Outside Director of Sumitomo Mitsui Trust Group, Inc.
(scheduled to take office in June 2026)

Reasons for nomination as a candidate for Outside Director and expected roles

The candidate has led the management of ASAHI KASEI CORPORATION for many years, advancing strategies by means of business portfolio management, human resources development, and research and development to drive the growth of the ASAHI KASEI Group. In addition, he has served to strengthen the management supervision function for the Company, with his broad and accurate perspective on corporate management provided at the meetings of the Company's Board of Directors, the Nomination Committee, and the Compensation Committee. The Company requests his reelection as Outside Director to apply his abundant experience and excellent understanding in the supervision of the management of the Company from an objective standpoint, as a member of the Company's Board of Directors, the Nomination Committee, and the Compensation Committee. If this proposal is approved, the Company will appoint him as the chairperson of the Nomination Committee at the Board of Directors meeting to be held after this General Meeting of Shareholders.



Candidate Number	7	Reelection Non-executive Outside Independent	Number of the Company's shares held	Attendance at the Board of Directors meetings
			–	11/11

Eriko Asai

May 11, 1968

Career summary, positions and areas of responsibility in the Company

April 1992	Joined Sony Corporation (currently, SONY GROUP CORPORATION)
December 2003	Joined Microsoft Co., Ltd. (currently, Microsoft Japan Co., Ltd.)
May 2011	Joined GE Healthcare Japan Corporation
February 2013	Senior Managing Director of GE Japan Corporation (currently, GE Japan Inc.; the same hereinafter)
April 2015	Senior Executive Managing Director of GE Japan Corporation
January 2018	President of GE Japan Inc.
August 2023	Director, Co-Founder and Partner of Trinity Indo-Pacific Partners Pte. Ltd. (present)
June 2025	Member of the Board of the Company (present)

Important concurrent positions

Director, Co-Founder and Partner of Trinity Indo-Pacific Partners Pte. Ltd.

Reasons for nomination as a candidate for Outside Director and expected roles

The candidate has led business execution and management at overseas subsidiaries of Japanese companies and Japanese subsidiaries of foreign-affiliated companies for many years, leading the expansion of global business and pursuing team building and human resources development. In addition, she has served to strengthen the management supervision function for the Company, with her broad and accurate perspective on corporate management provided at the meetings of the Company's Board of Directors, the Nomination Committee, and the Compensation Committee. The Company requests her reelection as Outside Director to apply her abundant experience and excellent understanding in the supervision of the management of the Company from an objective standpoint, as a member of the Company's Board of Directors, the Nomination Committee, and the Compensation Committee.



Candidate
Number 8

New election
Non-executive
Outside
Independent

Number of the
Company's shares held
—

Taro Fujie

October 25, 1961

Career summary, positions and areas of responsibility in the Company

April 1985	Joined Ajinomoto Co., Inc.
July 2011	President of Ajinomoto Philippines Corporation
June 2013	Corporate Executive Officer of Ajinomoto Co., Inc. President of Ajinomoto Philippines Corporation
June 2015	Corporate Executive Officer of Ajinomoto Co., Inc. President of Ajinomoto do Brasil Indústria e Comércio de Alimentos Ltda.
June 2017	Corporate Vice President of Ajinomoto Co., Inc.
June 2021	Executive Officer & Senior Vice President of Ajinomoto Co., Inc.
April 2022	Representative Executive Officer, President & Chief Executive Officer of Ajinomoto Co., Inc.
June 2022	Director, Representative Executive Officer, President & Chief Executive Officer of Ajinomoto Co., Inc.
February 2025	Director, Executive Officer & Chairman of Ajinomoto Co., Inc.
June 2025	Executive Officer & Chairman of Ajinomoto Co., Inc.
April 2026	Senior Corporate Adviser of Ajinomoto Co., Inc. (present)

Important concurrent positions

Senior Corporate Adviser of Ajinomoto Co., Inc.

Reasons for nomination as a candidate for Outside Director and expected roles

The candidate has led business execution and management of Ajinomoto Co., Inc. for many years, promoting global business operations and cultural transformation, including the management of overseas subsidiaries within the Ajinomoto Group. The Company requests his election as Outside Director to apply his abundant experience and excellent understanding in the supervision of the management of the Company from an objective standpoint, as a member of the Company's Board of Directors, the Nomination Committee, and the Compensation Committee.

Notes:

1. There are no special interests between the candidates and the Company.
2. Hideki Kobori, Eriko Asai, and Taro Fujie are candidates for Outside Directors. The Company specifies Hideki Kobori and Eriko Asai as Independent Directors pursuant to the regulations of the Tokyo Stock Exchange and has notified them to the said stock exchange. If their election is approved, their appointment will be continued. In addition, if the election of Taro Fujie is approved, the Company plans to newly specify him as Independent Director, and notify him to the said stock exchange.
3. At the conclusion of this General Meeting of Shareholders, Outside Director candidates Hideki Kobori and Eriko Asai will have served as Outside Director of the Company for 3 years and 1 year, respectively.
4. The Company has respectively entered into a contract with Hideki Kobori and Eriko Asai to the effect that the liability for damages under Article 423, paragraph (1) of the Companies Act is limited. The maximum amount of liability under the said contract is the minimum liability amount as stipulated by laws and regulations. If their election is approved, the contract will be continuously applied. If the election of Taro Fujie is approved, the Company will enter into the same contract with him.
5. The Company has respectively entered into an indemnity contract, as set forth in Article 430-2, paragraph (1) of the Companies Act, with Shingo Konomoto, Kaga Yanagisawa, Masaaki Yamazaki, Hideki Kobori, and Eriko Asai. If their election is approved, the contract will be continuously applied. If the election of Toru Otsuka, Hiroyuki Nakayama, and Taro Fujie is approved, the Company will enter into the same contract with each of them. Under this contract, the Company shall indemnify the expenses of Article 430-2, paragraph (1), item (i) and the losses of Article 430-2, paragraph (1), item (ii) incurred in connection with the execution of duties by the Company officers within the scope stipulated by laws and regulations.
6. The Company has entered into a directors and officers liability insurance contract (D&O Insurance), as set forth in Article 430-3, paragraph (1) of the Companies Act, with an insurance company to cover compensation for damages, litigation costs, etc. to be borne in the wake of claims for damages brought against the insured of the contract, for the execution of their duties. If the election of each candidate is approved, the candidate will be included in the insured under the insurance contract. The Company plans to renew the contract with similar content in July 2026.

(Reference) Knowledge and other skills that Members of the Board are expected to have after the conclusion of this General Meeting of Shareholders

The approach for the summary and classification of the knowledge and experience (skills) that Members of the Board are expected to have is listed on the following page.

Member of the Board	Name (*Female)	Expected strategy-related knowledge			Area of expertise					Main experience and license in the area of expertise			
		Innovation	Global	Human Resources	Corporate management	Business	Governance, Risk management	Finance, Accounting, M&A	Environment, Society	Experience	License		
Member of the Board who is not a Member of the Audit & Supervisory Committee	Inside	Shingo Konomoto	○	○	○	●					CEO of the Company		
	Outside, Independent		Toru Otsuka	○	○	○			●	●		Officer of a securities company	
			Kaga Yanagisawa*	○	○	○	●					CEO of the Company	
			Masaaki Yamazaki	○	○	○		●	●		●	IT Solutions (Division Manager), Corporate (Supervising)	
		Hiroyuki Nakayama	○	○	○		●	●			IT Solutions (Head)		
	Outside, Independent	Hideki Kobori	○	○	○	●					CEO of a listed company		
		Eriko Asai*	○	○	○	●					CEO of a Japanese subsidiary of a global company		
		Taro Fujie	○	○	○	●					CEO of a listed company		
Member of the Board who is a Member of the Audit & Supervisory Committee	Inside	Yoichi Inada	○		○		●	●		IT Solutions (Division Manager), Corporate (Division Manager)			
	Outside, Independent	Takeshi Hihara		○	○			●		●	Corporate (Head)		
		Kenkichi Kosakai	○	○	○	●					Senior Executive Vice President and CFO of a listed company		
		Hiroko Kawasaki*	○		○			●		●	Officer of a listed company		
	Takayuki Nakagawa		○	○			●	●		Vice Executive Director of an audit corporation	Certified public accountant		

Note: Independence Criteria for Directors are as described on page 15 of the “NRI Corporate Governance Guidelines.” (<https://www.nri.com/content/900014180.pdf>)

1. Approach and structure for the classification of knowledge, etc.

Expected strategy-related knowledge		Area of expertise	Main experience and license in the area of expertise
Items in which the demonstration of knowledge for the attainment of business strategy is expected. The items are set based on the growth strategy stated in the Long-Term Management Vision and the Medium-Term Management Plan.		Areas of expertise needed to drive business strategy. The demonstration of multifaceted knowledge about promotion of business and risk policies, etc. from the perspective of the area of expertise are expected.	The type and depth of knowledge that each Member of the Board possesses with respect to his/her area of expertise is expressed in terms of experience and licenses.
Item	Details	Area of expertise	Details
Innovation	Co-creation of digital social capital and challenges in new fields	Corporate management	Broad expertise that is not confined to a specific area and encompasses the following four areas
		Business	Business unit leadership combined with knowledge of customer industries, technologies, etc.
Global	Development of structures for global business operations	Governance, Risk management	Expertise in overseeing management issues from a business management perspective, including internal control and quality supervision
Human Resources	Accelerate growth by expanding human capital	Finance, Accounting, M&A	Expertise in overseeing management issues based on performance and financial status
		Environment, Society	Expertise in orienting management based on knowledge of ESG and SDGs

2. Approach for “Expected strategy-related knowledge”

- As for Innovation and Global, “◎” indicates that there is high expectation based on considering the length of experience, details of experience, etc.
- Management of human resources, which is the source of the Company’s strength, is the key to its growth, and the Company expects all Members of the Board, who also have experience in managing large organizations and corporations, to demonstrate multifaceted knowledge based on their individual experiences.
- The Company expects Members of the Board to be able to demonstrate their knowledge for all strategies leveraging experience in corporate management through global companies and in companies that have achieved growth through innovation.

3. Knowledge about overall business administration

- In addition to the above, the Company expects all Members of the Board to demonstrate multifaceted knowledge, taking advantage of their respective areas of expertise.