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Securities Code: 4307

Date of sending by postal mail: May 30, 2024

Start date of measures for electronic provision: May 24, 2024

Dear Shareholders,

Shingo Konomoto  
Chairman, Member of the Board,  
Representative Director  
**Nomura Research Institute, Ltd.**  
1-9-2, Otemachi, Chiyoda-ku, Tokyo

## **Notice of Convocation of the 59th Ordinary General Meeting of Shareholders**

The 59th 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 20, 2024 (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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|-------------------------------------|--|
| <b>1. Date and Time</b>             | <b>Friday, June 21, 2024, at 10:00 a.m. (Japan Time)</b><br>(The reception will start at 9:00 a.m.)  |
| <b>2. Place</b>                     | <b>OTEMACHI FINANCIAL CITY</b><br><b>3F South Tower, Conference Center, Hall</b><br>1-9-7, Otemachi, Chiyoda-ku, Tokyo   |
| <b>3. Objectives of the Meeting</b> | <b>▶ Matters to be reported:</b><br>The contents of Business Report, Consolidated Financial Statements, Financial Statements and results of audit by Accounting Auditor and Audit & Supervisory Board of Consolidated Financial Statements for the fiscal year from April 1, 2023, to March 31, 2024.<br><b>▶ Matters to be resolved:</b><br><b>Proposal 1:</b> Election of Nine (9) Members of the Board<br><b>Proposal 2:</b> Election of One (1) Audit & Supervisory Board Member |
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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 above.

## 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 20, 2024 (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 20, 2024 (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)

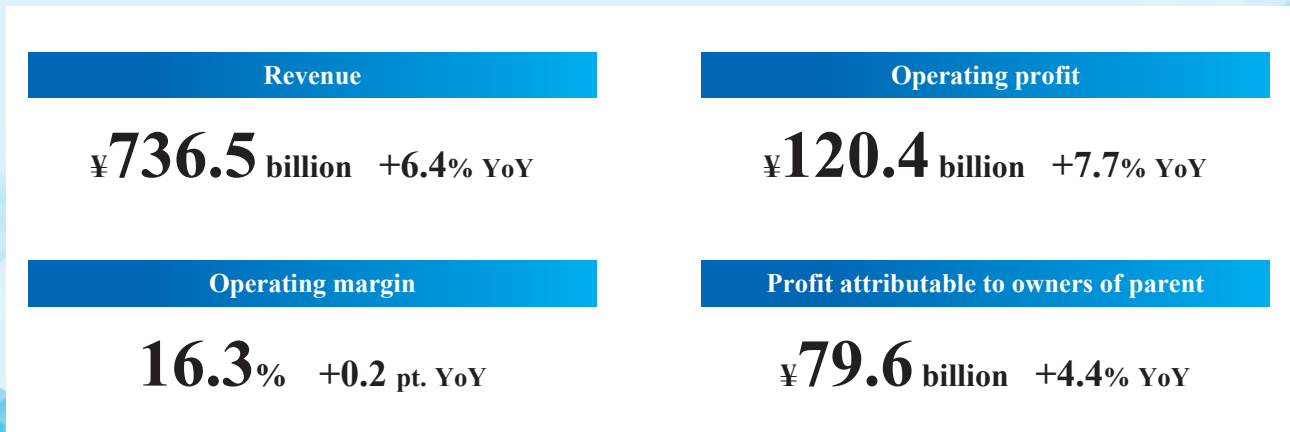
\* QR Code is a registered trademark of DENSO WAVE INCORPORATED.

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<To institutional investors>

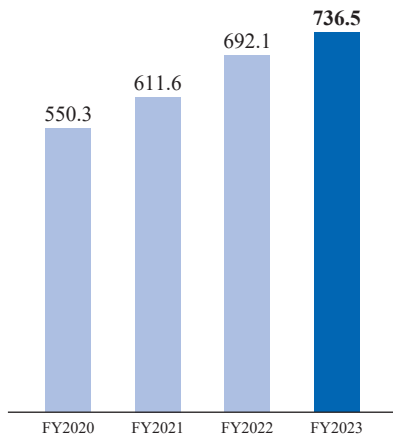
Institutional investors who have applied in advance may use the Electronic Voting System Platform operated by ICJ, Inc.

## Financial highlights

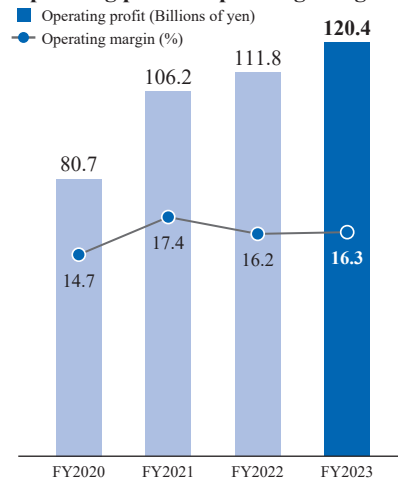


## Trends in financial results

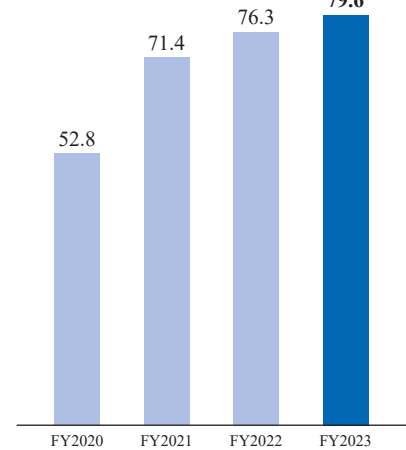
**Revenue**  
(Billions of yen)



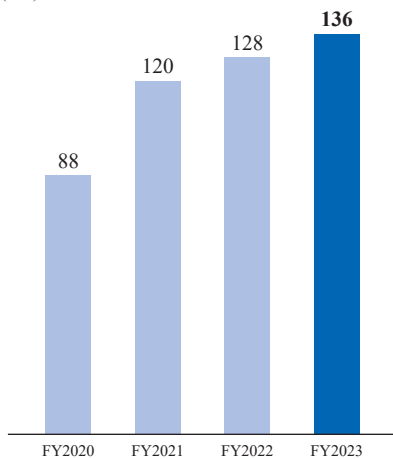
**Operating profit / Operating margin**



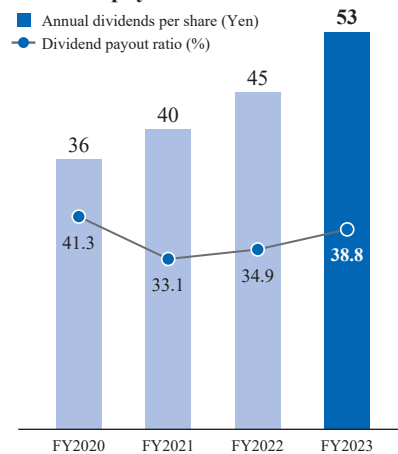
**Profit attributable to owners of parent**  
(Billions of yen)



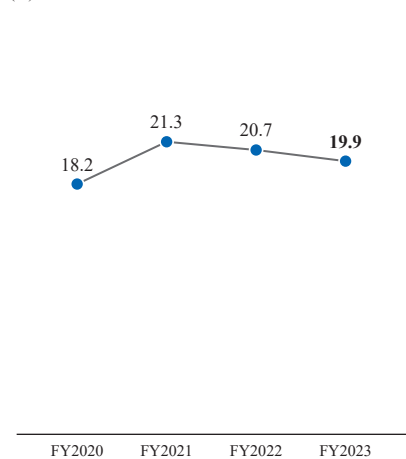
**Basic earnings per share**  
(Yen)



**Annual dividends per share / Dividend payout ratio**



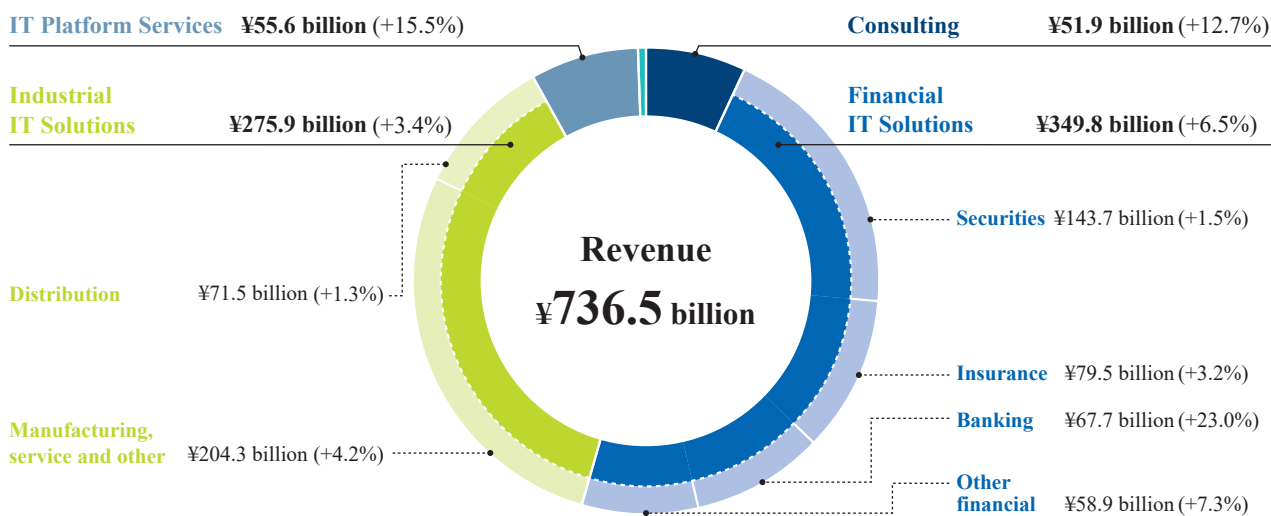
**ROE**  
(%)



\*"FY2023" means the fiscal year ended March 31, 2024, and other fiscal years mean in a corresponding manner

## ▶ Overview of business results by segment

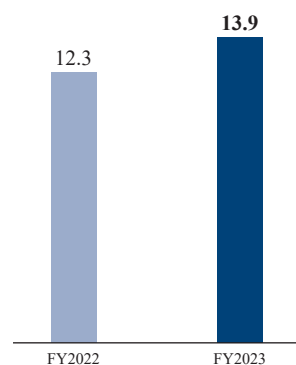
### External revenue by segment for the fiscal year ended March 31, 2024 (YoY change)



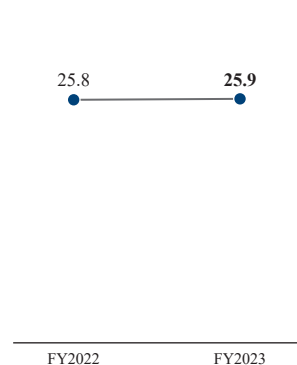
### Segment performance results for the fiscal year ended March 31, 2024

#### ▶ Consulting

**Operating profit**  
(Billions of yen)

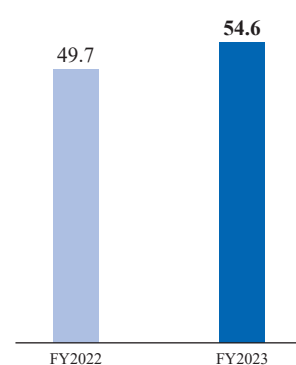


**Operating margin**  
(%)

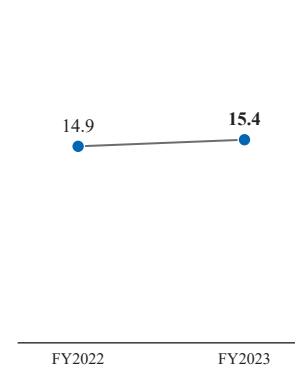


#### ▶ Financial IT Solutions

**Operating profit**  
(Billions of yen)

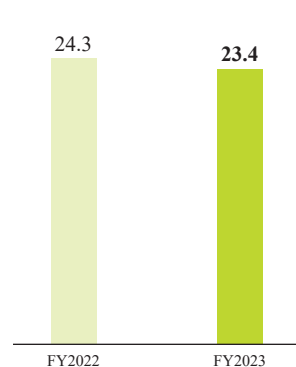


**Operating margin**  
(%)

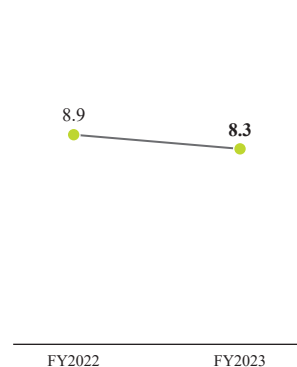


#### ▶ Industrial IT Solutions

**Operating profit**  
(Billions of yen)

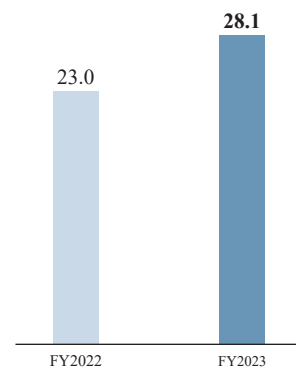


**Operating margin**  
(%)

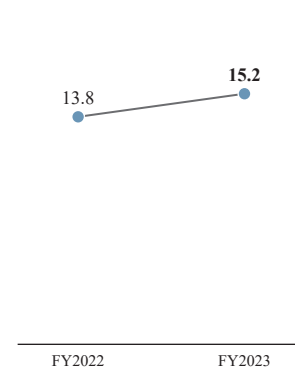


#### ▶ IT Platform Services

**Operating profit**  
(Billions of yen)



**Operating margin**  
(%)



\*"FY2023" means the fiscal year ended March 31, 2024, and other fiscal years mean in a corresponding manner

## Reference Documents for the General Meeting of Shareholders

### Proposal 1: Election of Nine (9) Members of the Board

The terms of office of all nine (9) Members of the Board will expire at the conclusion of this General Meeting of Shareholders. Accordingly, the Company proposes to elect nine (9) Members of the Board. The candidates for the Members of the Board are as follows:

No.	Name	Attribute of candidate (after this General Meeting)				Current position in the Company
1	<b>Shingo Konomoto</b>	Reelection	Non-executive			Chairman, Member of the Board, Representative Director
2	<b>Yo Akatsuka</b>	Reelection	Non-executive			Vice Chairman, Member of the Board
3	<b>Kaga Yanagisawa*</b>	New election				President & CEO
4	<b>Ken Ebato*</b>	Reelection				Senior Executive Vice President, Member of the Board, Representative Director
5	<b>Hidenori Anzai*</b>	Reelection				Senior Executive Managing Director, Member of the Board, Representative Director
6	<b>Fumihiko Sagano</b>	New election				Senior Executive Managing Director
7	<b>Shinoi Sakata</b>	Reelection	Non-executive	Outside	Independent	Member of the Board
8	<b>Tetsuji Ohashi</b>	Reelection	Non-executive	Outside	Independent	Member of the Board
9	<b>Hideki Kobori</b>	Reelection	Non-executive	Outside	Independent	Member of the Board

(Note) If this proposal is approved, each candidate marked with \* will be appointed as Representative Director at the Board of Directors meeting to be held after this General Meeting of Shareholders.



Candidate  
Number

1

Reelection  
Non-executive

Number of the  
Company's shares held

275,321

Attendance at the Board  
of Directors meetings

15/15

**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 (present)

**Important concurrent positions**

Outside Director of SONY GROUP CORPORATION (scheduled to take office in June 2024)

**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. 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, he will be a non-executive Member of the Board, and the Company will appoint him as the chairperson of the Board of Directors meetings and the Nomination Committee, and a member of the Compensation Committee at the Board of Directors meeting to be held after this General Meeting of Shareholders.



Candidate  
Number

2

Reelection  
Non-executive

Number of the  
Company's shares held

21,100

Attendance at the Board  
of Directors meetings

15/15

**Yo Akatsuka**

July 14, 1965

**Career summary, positions and areas of responsibility in the Company**

April 1990	Joined The Nomura Securities Co., Ltd. (currently, Nomura Holdings, Inc.)
April 2014	Senior Managing Director of Nomura Holdings, Inc. Senior Managing Director of Nomura Securities Co., Ltd.
April 2016	Senior Managing Director of Nomura Holdings, Inc. Senior Corporate Managing Director of Nomura Securities Co., Ltd.
April 2020	Senior Managing Director of Nomura Holdings, Inc. CEO of Nomura Holding America Inc.
March 2022	Executive Vice President of Nomura Securities Co., Ltd.
April 2022	Adviser of Nomura Securities Co., Ltd.
June 2022	Vice Chairman, Member of the Board of the Company (present)

**Reasons for nomination as a candidate for Member of the Board**

The candidate served as Senior Managing Director of Nomura Holdings, Inc., Executive Vice President 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 global business gained through being responsible for managing Nomura Holding America Inc., an overseas subsidiary of Nomura Holdings Inc., 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.





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Candidate Number 3

New election  
Number of the Company's shares held  
38,466

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**Kaga Yanagisawa**

May 3, 1967

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**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 (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 election as Member of the Board to apply her experience and understanding gained throughout her career, in the management of the Company. If this proposal is approved, the Company will appoint her as a member of the Nomination Committee at the Board of Directors meeting to be held after this General Meeting of Shareholders.

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Candidate  
Number

4

Reelection

Number of the  
Company's shares held

169,609

Attendance at the Board  
of Directors meetings

15/15

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**Ken Ebato**

October 28, 1963

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**Career summary, positions and areas of responsibility in the Company**

April 1987	Joined the Company
April 2015	Senior Managing Director Deputy Division Manager of Capital Markets & Wealth Management Solutions Division
April 2018	Senior Managing Director Division Manager of Capital Markets & Wealth Management Solutions Division
April 2019	Senior Corporate Managing Director Division Manager of Capital Markets & Wealth Management Solutions Division
April 2021	Senior Executive Managing Director Head of Financial IT Solutions Division Manager of Capital Markets & Wealth Management Solutions Division
June 2021	Senior Executive Managing Director, Member of the Board Head of Financial IT Solutions Division Manager of Capital Markets & Wealth Management Solutions Division
April 2022	Senior Executive Managing Director, Member of the Board, Representative Director Supervising of Consulting Supervising of Financial IT Solutions Supervising of IT Platform Services Head of Capital Markets & Wealth Management Solutions Head of Asset Management Solution
April 2023	Senior Executive Vice President, Member of the Board, Representative Director Supervising of Consulting Supervising of Financial IT Solutions Supervising of IT Platform Services
April 2024	Senior Executive Vice President, Member of the Board, Representative Director Supervising of Financial IT Solutions Supervising of IT Platform Services (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, financial IT solutions, industrial IT solutions and IT platform services. 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.

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Candidate Number	5	Reelection	Number of the Company's shares held	Attendance at the Board of Directors meetings
			135,324	15/15

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## Hidenori Anzai

November 9, 1964

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### Career summary, positions and areas of responsibility in the Company

April 1989	Joined the Company
April 2014	Senior Managing Director Deputy Division Manager of Distribution & Communication Solution Division
April 2017	Senior Managing Director Division Manager of IT Platform Services Division Deputy Division Manager of Systems Development Innovation Division
April 2019	Senior Corporate Managing Director Head of Corporate Administration
April 2021	Senior Executive Managing Director Supervising of Corporate Headquarters
June 2021	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 possesses a wide range of experience in business execution and achievements in the areas of financial IT solutions, industrial IT solutions and IT platform services, as well as corporate headquarters. 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 a member of the Compensation Committee. If this proposal is approved, the Company will appoint him as the chairperson of the Compensation Committee at the Board of Directors meeting to be held after this General Meeting of Shareholders.

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Candidate  
Number 6

New election

Number of the  
Company's shares held  
107,900

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**Fumihiko Sagano**

July 5, 1965

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**Career summary, positions and areas of responsibility in the Company**

April 1990      Joined the Company

April 2010      Senior Managing Director  
Deputy Division Manager of Systems Consulting Division

April 2017      Senior Corporate Managing Director  
Division Manager of Systems Consulting Division

April 2022      Senior Executive Managing Director  
Head of Industrial IT Solutions  
Division Manager of Industrial Solution Business Development Division  
Division Manager of Distribution Solution Division I

April 2024      Senior Executive Managing Director  
Supervising of Digital Transformation  
Supervising of Consulting  
Supervising of Industrial IT Solutions  
Supervising of Global Headquarters (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, industrial IT solutions and IT platform services. In addition, he has been contributing to promoting global strategies mainly in the area of industrial IT solutions. 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.

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Candidate Number	7	Reelection Non-executive Outside Independent	Number of the Company's shares held	Attendance at the Board of Directors meetings
			1,132	15/15

**Shinoi Sakata**

March 31, 1957

**Career summary, positions and areas of responsibility in the Company**

- April 1979      Joined Sumitomo Chemical Co., Ltd. (currently, SUMITOMO CHEMICAL COMPANY, LIMITED)
- April 2011     Associate Officer of SUMITOMO CHEMICAL COMPANY, LIMITED
- April 2013     Executive Officer of SUMITOMO CHEMICAL COMPANY, LIMITED
- April 2016     Adviser of SUMITOMO CHEMICAL COMPANY, LIMITED  
Director & Vice President of Sumika Technical Information Service, Inc.
- June 2017     President of Sumika Technical Information Service, Inc.
- May 2018      Executive Director of Japan Chemical Industry Association
- June 2020      Member of the Board of the Company (present)

**Important concurrent positions**

Outside Director of Hitachi Zosen Corporation

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

The candidate, as a researcher and a person with responsibilities in the area of safety in the chemical industry, has been involved in the activities of evaluating technology strategies of corporations from the perspective of sustainability for many years. In addition, she has served to strengthen the management supervision function for the Company by deepening the discussion about ensuring sustainability, diversity and human resources development 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	Reelection Non-executive Outside Independent	Number of the Company's shares held	Attendance at the Board of Directors meetings
			-	15/15

**Tetsuji Ohashi**

March 23, 1954

**Career summary, positions and areas of responsibility in the Company**

April 1977	Joined Komatsu Ltd.
January 2004	President and Chief Operating Officer (COO) of Komatsu America Corp.
April 2007	Executive Officer of Komatsu Ltd.
June 2009	Director and Senior Executive Officer of Komatsu Ltd.
April 2013	President and Representative Director, and CEO of Komatsu Ltd.
April 2019	Chairman of the Board and Representative Director of Komatsu Ltd.
June 2021	Member of the Board of the Company (present)
April 2022	Chairman of the Board and Director of Komatsu Ltd. (present)

**Important concurrent positions**

Chairman of the Board and Director of Komatsu Ltd.  
Outside Director of Yamaha Motor Co., Ltd.  
Outside Director of Asahi Group Holdings, Ltd.

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

The candidate has led the management of Komatsu Ltd. for many years, advancing the growth of the company through innovation including digitalization at construction sites. 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.



Candidate Number	9	Reelection Non-executive Outside Independent	Number of the Company's shares held	Attendance at the Board of Directors meetings
			1,100	11/11

**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

**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.

**Notes:**

1. There are no special interests between the candidates and the Company.
2. Shinoi Sakata, Tetsuji Ohashi, and Hideki Kobori are candidates for Outside Directors. The Company specifies them 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.
3. At the conclusion of this General Meeting of Shareholders, Outside Director candidates Shinoi Sakata, Tetsuji Ohashi, and Hideki Kobori will have served as Outside Director of the Company for 4 years, 3 years, and 1 year, respectively.
4. The Company has respectively entered into a contract with Shinoi Sakata, Tetsuji Ohashi, and Hideki Kobori 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.
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, Yo Akatsuka, Ken Ebato, Hidenori Anzai, Shinoi Sakata, Tetsuji Ohashi, and Hideki Kobori. If their election is approved, the contract will be continuously applied. If the election of Kaga Yanagisawa and Fumihiko Sagano 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 Members of the Board, 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 2024.

## Proposal 2: Election of One (1) Audit & Supervisory Board Member

The term of office of Audit & Supervisory Board Member Takuhito Sakata will expire at the conclusion of this General Meeting of Shareholders. Accordingly, the Company proposes to elect one (1) Audit & Supervisory Board Member.

The Audit & Supervisory Board has consented to the submission of this proposal at this meeting.

The candidate for the Audit & Supervisory Board Member is as follows:



<b>New election</b>	<b>Number of the Company's shares held</b>
	60,013

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**Takeshi Hihara**

October 19, 1965

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### Career summary and positions in the Company

April 1991	Joined the Company
April 2017	Managing Director Deputy Head of Corporate Strategy
April 2019	Senior Managing Director Deputy Head of Corporate Planning, Corporate Strategy, Corporate Communications and Legal & Intellectual Property
April 2023	Senior Corporate Managing Director Head of Corporate Administration
April 2024	Counselor (present)

### Reasons for nomination as a candidate for Audit & Supervisory Board Member

The candidate possesses a wide range of experience in business execution and achievements in the areas of consulting, financial IT solutions, and corporate headquarters. The Company requests his election as Audit & Supervisory Board Member to apply his experience and understanding gained throughout his career, in the auditing of the business execution of the Company's Members of the Board.

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#### Notes:

1. There is no special interest between the candidate and the Company.
2. If the election of the candidate is approved, the Company will enter into an indemnity contract, as set forth in Article 430-2, paragraph (1) of the Companies Act, with him. 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.
3. 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 Audit & Supervisory Board Members, the insured of the contract, for the execution of their duties. If the election of the 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 2024.



**(Reference)** List of Members of the Board and Audit & Supervisory Board Members after the conclusion of this General Meeting of Shareholders (plan)

Member of the Board Audit & Supervisory Board Member	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	Inside	Shingo Konomoto	◎	◎	◎	●					CEO of the Company	
		Yo Akatsuka	◎	◎	◎			●	●		Officer of a securities company	
		Kaga Yanagisawa*	◎	◎	◎	●					Corporate (Head)	
		Ken Ebato	◎		◎		●	●	●		Senior Executive Vice President of the Company	
		Hidenori Anzai		◎	◎		●	●	●	●	IT Solutions (Division Manager), Corporate (Supervising)	
		Fumihiko Sagano		◎	◎		●	●			Consulting (Division Manager), IT Solutions (Head)	
	Outside, Independent	Shinoi Sakata*	◎	◎	◎			●		●	Officer of a listed company	
		Tetsuji Ohashi	◎	◎	◎	●					CEO of a listed company	
		Hideki Kobori	◎	◎	◎	●					CEO of a listed company	
Audit & Supervisory Board Member	Inside	Yoichi Inada	◎		◎		●	●			IT Solutions (Division Manager), Corporate (Division Manager)	
		Takeshi Hihara		◎	◎			●		●	Corporate (Head)	
	Outside, Independent	Kenkichi Kosakai	◎	◎	◎	●					Senior Executive Vice President and CFO of a listed company	
		Naruhito Minami		◎	◎			●	●		Executive Director of an audit corporation	Certified public accountant
		Yasuko Takazawa*		◎	◎			●	●		Officer of a listed company	Attorney at law

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

## 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 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 or Audit & Supervisory Board Member possesses with respect to his/her area of expertise is expressed in terms of experience and licenses.
Item	Pillar of growth strategy		Area of expertise	Details
Innovation	Strengthen DX	Co-creation of digital social capital and challenges in new fields	Corporate management	Broad expertise that is not confined to a specific area
			Business	Business unit leadership combined with knowledge of customer industries, technologies, etc.
Global	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
			Finance, Accounting, M&A	Expertise in overseeing management issues based on performance and financial status
Human Resources	Management	Accelerate growth by expanding human capital	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 are the source of the Company’s strength, is the key to its growth, and the Company expect all Members of the Board and Audit & Supervisory Board Members, 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 and Audit & Supervisory Board Members 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 and Audit & Supervisory Board Members to demonstrate multifaceted knowledge, taking advantage of their respective areas of expertise.