

October 12, 2022

To whom it may concern,

Company name: Nihon M&A Center Holdings Inc.  
Representative: Suguru Miyake, President and  
Representative Director  
(Stock exchange code: 2127, TSE Prime Market)  
Contact: Takamaro Naraki, Senior Managing  
Director, General Manager,  
Administration Division  
03-5220-5451

**Announcement Concerning Organizational Changes and Changes in Officers' Responsibilities  
at the Company's Subsidiary**

(This document is not a full translation of a press release announced on October 12, 2022, by the Company. The original release is in Japanese).

Nihon M&A Center Holdings Inc. ("the Company") announced that it has resolved at a meeting of its Board of Directors held today to make organizational changes to shift from the previous three headquarters structure to a four headquarters structure at its consolidated subsidiary, Nihon M&A Center Inc. and to change the responsibilities of the officers in charge in conjunction with these organizational changes, etc. Details are as described below.

Notes

1. Reason for the organizational changes

On June 23, 2022, the Company established a new "Purpose," which represents the Company's raison d'etre, based on the result of a survey to all employees.

~To bring optimal M&A ever closer~

We connect thoughts

Helping create a society in which M&A can be conducted at ease

In Japan, then globally.

“Three Ultimates”= Top Level Compliance, Top Level Client Satisfaction, Top Level Execution Quality

“Three Thoughts”=Thoughts of Our Clients, Thoughts of Employees of Companies Involved and Their Family Members, Our Thoughts

“Three Connections”=Connecting Companies, Connecting Regions and Communities, Connecting People

To realize the "Top Level Compliance" of the "Three Ultimates" above, the Company has appointed a Chief Compliance Officer (CCO) and has implemented various measures to prevent compliance violations, etc. within the Company. In addition, for the "Top Level Client Satisfaction," the Company will strive to improve client satisfaction not only in its mainstay M&A intermediary business, but also in peripheral businesses by providing top level quality services by its highly specialized Group companies.

Meanwhile, with regard to the "Top Level Operational Quality," specialized divisions were previously located within the Strategy Headquarters to ensure operational quality, however the Company has determined that further improvement of operational quality can be achieved by making these divisions independent as a business headquarters in parallel with the Sales Headquarters. Therefore, the Company will make organizational changes to shift from the previous three headquarters structure (Strategy Headquarters, Sales Headquarters and Administration Headquarters) to a four headquarters structure (Strategy Headquarters, Sales Headquarters, Quality Headquarters and Administration Headquarters).

The Company will also implement other organizational changes in conjunction with the most recent business conditions.

2. Date of implementation of organizational changes

October 1, 2022

3. Changes in Director of Nihon M&A Center Inc. which is a consolidated subsidiary of the Company

(from October 1, 2022)

Name	New position	Former position
Suguru Miyake	President and Representative Director	President and Representative Director Head of Strategy H.Q. Head of Sales H.Q. Head of Nagoya branch Head of Hiroshima branch
Naoki Takeuchi	Director Head of Strategy H.Q. Head of Nagoya branch Head of Hiroshima branch	Director
Hideyuki Kumagai	Director Head of Quality H.Q.	Director Head of Corporate Advisory Div.
Hachidai Sawamura	Senior Corporate Executive Officer	Senior Corporate Executive Officer Head of Transaction Management Div.

Yasuyuki Suzuki	Associate Senior Corporate Executive Officer Head of Sales H.Q.	Associate Senior Corporate Executive Officer Deputy Head of Sales H.Q.
Narumi Watanabe	Senior Corporate Officer Head of Industry Focus Div. Head of Business Management Div. Sapporo Office Manager	Senior Corporate Officer Head of Industry Focus Div. Sapporo Office Manager

The Corporate Officers of Nihon M&A Center Inc. as of October 1, 2022, will be as follows.

Hachidai Sawamura	Senior Corporate Executive Officer
Yasunobu Watase	Senior Corporate Executive Officer    Supervisor of Growth Strategy Div.
Makoto Ariga	Associate Senior Corporate Executive Officer    Head of HR First Management Div.
Yasuyuki Suzuki	Associate Senior Corporate Executive Officer    Head of Sales H.Q.
Yasuhiro Takeda	Senior Corporate Officer    CCO and Head of Compliance Div.
Takayoshi Kuki	Senior Corporate Officer    Head of Digital Management Div.
Noriaki Ishiguro	Senior Corporate Officer    Head of Planning Div. and President and Representative    Director of Next Navi Inc.
Kyoko Yonezawa	Senior Corporate Officer    Head of ISR Office and President and Representative    Director of Corporate Value Laboratory Inc.
Narumi Watanabe	Senior Corporate Officer    Head of Industry Focus Div. and Head of Business Management Div. and Sapporo Office Manager
Yoshiharu Amemori	Senior Corporate Officer    Head of TPM Div.
Mamoru Saito	Corporate Officer    Head of Risk Management Dept.
Taku Kikuchihara	Corporate Officer    Deputy Head of Digital Management Div.
Yoichi Miyazaki	Corporate Officer    Head of IR Office
Ryuichi Moriyama	Corporate Officer    Head of Large Financial Institution Dept.
Hajime Kuriki	Corporate Officer    Head of Corporate Institutions Div.
Yuta Noto	Corporate Officer    Head of Growth Strategy Div. and Head of Regional Financial Institutions Dept. (Eastern Japan)
Kozo Kadono	Corporate Officer    Deputy Head of Administration H.Q.