

Stock Code: 9716

April 28, 2023

**NOMURA Co., Ltd.**

2-3-4 Daiba, Minato-ku, Tokyo, Japan

Shuji Enomoto

Chairman of the Board and CEO

To Our Shareholders,

## **Notice of the 86th Ordinary General Meeting of Shareholders**

We are pleased to announce the 86th Ordinary General Meeting of Shareholders of NOMURA Co., Ltd. (hereinafter the “Company”; this meeting, the “Meeting”), which will be held as indicated below.

If you are unable to attend the Meeting in person, you may exercise your voting rights via the Internet, etc. or in writing. Please review the attached Reference Documents for the Ordinary General Meeting of Shareholders, and exercise your voting rights. All votes must be received by 5:30 p.m., Wednesday, May 24, 2023 (Japan Standard Time).

- 1. Date and time:** Thursday, May 25, 2023, at 10:00 a.m.  
(The reception of the attendees to the Meeting at the reception desk will start at 9:00 a.m.)
- 2. Venue:** 2-3-4 Daiba, Minato-ku, Tokyo, Japan  
Nomura Hall, 3rd floor of the Company’s Head Office Building

### **3. Objectives of meeting**

- Matters to be reported:**
1. Business Reports and Consolidated Financial Statements for the 86th Fiscal Year (from March 1, 2022 to February 28, 2023), and Audit Reports of the Consolidated Financial Statements by the Accounting Auditor and the Audit and Supervisory Committee
  2. Non-consolidated Financial Statements for the 86th Fiscal Year (from March 1, 2022 to February 28, 2023)

- Matters to be resolved:**
- Proposal No. 1:** Appropriation of Surplus
  - Proposal No. 2:** Election of Six (6) Directors (Excluding Directors Who Are Audit and Supervisory Committee Members)
  - Proposal No. 3:** Election of One (1) Director Who Is an Audit and Supervisory Committee Member

## **Regarding Measures for Providing Information in Electronic Format**

When convening the Meeting, although the Company has taken measures for providing information in electronic format and posted items subject to measures for providing information in electronic format on the following websites, the Company will deliver paper-based documents of the convocation notice and other informational materials for the general meeting of shareholders to all shareholders with voting rights regardless of whether they have made a request for delivery of such documents pursuant to the Companies Act.

[The Company's website] ("General meeting of shareholders" of the "IR Library" webpage at the following URL)

<https://www.nomurakougei.co.jp/ir/> (in Japanese)

[Website where informational materials for the general meeting of shareholders are posted]

<https://d.sokai.jp/9716/teiji/> (in Japanese)

[Tokyo Stock Exchange website (Listed Company Search)]

Access the following URL, enter "NOMURA Co., Ltd." in "Issue name (company name)" or "9716" in "Code," and click "Search." Then, click "Basic information" and select "Documents for public inspection/PR information." Under "Filed information available for public inspection," click "Click here for access" under "[Notice of General Shareholders Meeting /Informational Materials for a General Shareholders Meeting]."

<https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show> (in Japanese)

Pursuant to the relevant laws and regulations and Article 15 of the Company's Articles of Incorporation, the following items of information are not included in the paper-based documents delivered to shareholders who have requested the delivery of paper-based documents. To review the items, please access the above websites where the information is posted as "Informational materials for the ordinary general meeting of shareholders."

- Notes to Consolidated Financial Statements
- Notes to Non-consolidated Financial Statements

These items are included in the Consolidated Financial Statements and Non-consolidated Financial Statements, which have both been audited by the Audit and Supervisory Committee and Accounting Auditor in preparing their Audit Reports.

Furthermore, if any revisions are made to the items subject to measures for providing information in electronic format, a notice of the revisions and the details of the items before and after the revisions will be posted on the above websites.

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- You are kindly requested to present the Voting Rights Exercise Form sent together with this notice of convocation to the receptionist when you attend the Meeting in person. In addition, please bring this notice, as it contains the agenda materials for the Meeting.

- In case of voting by proxy, please have the proxy present the written proof of his/her right of proxy along with the Voting Rights Exercise Form to the receptionist at the Meeting. As per the Company's Articles of Incorporation, each shareholder owning voting rights in the Company is entitled to appoint one (1) proxy who is also a shareholder of the Company with voting rights.
- There is no smoking area in the area surrounding the venue. We appreciate your understanding.
- Photography, video recording and audio recording in the venue of the Meeting are prohibited in principle. We would like to sincerely ask your understanding.

## Reference Documents for the Ordinary General Meeting of Shareholders

### Proposal No. 1: Appropriation of Surplus

The Company considers the return of profits to shareholders to be one of management's top priorities. Accordingly, the Company's basic policy is to stably share the results of its efforts in a manner that reflects the Company's performance while pursuing business growth.

The Company pays dividends of surplus taking into consideration factors such as profit attributable to owners of parent, strengthening of its business base and future business expansion.

In accordance with the above policy, the Company proposes to pay year-end dividends for the fiscal year under review as follows.

#### Year-end dividends

1. Type of dividend property

Cash

2. Allotment of dividend property to shareholders and total amount of dividends

¥25 per common share of the Company

Total amount: ¥2,784,334,500

3. Effective date of dividends of surplus

May 26, 2023

(For reference) Annual cash dividends per share, etc.

| Category                                 | 83rd fiscal year<br>(FY2019)                                | 84th fiscal<br>year<br>(FY2020) | 85th fiscal year<br>(FY2021)                                | 86th fiscal year<br>(the year under review,<br>FY2022) |
|--|---|---------------------------------|---|--|
| Annual cash dividends<br>per share (Yen) | 32<br>(Regular dividend: 30)<br>(Commemorative dividend: 2) | 25                              | 28<br>(Regular dividend: 25)<br>(Commemorative dividend: 3) | 25   |
| Total amount<br>(Millions of yen)        | 3,560   | 2,781                           | 3,117   | 2,784  |
| Dividend payout ratio<br>(%)             | 45.7  | 90.6                            | 78.2  | 124.9  |

Note: Dividend payout ratio is calculated based on the amount of profit attributable to owners of parent.

**Proposal No. 2: Election of Six (6) Directors (Excluding Directors Who Are Audit and Supervisory Committee Members)**

The terms of office of all seven (7) Directors (excluding Directors who are Audit and Supervisory Committee Members; applicable to the rest of this proposal) will expire upon the conclusion of this Ordinary General Meeting of Shareholders. Accordingly, the Company proposes to elect six (6) Directors. As for this proposal, the Audit and Supervisory Committee of the Company has judged that all the candidates for Directors are qualified.

The candidates for Directors are as follows:

| No. | Name   | Current position at the Company                | Attendance at Board of Directors' meetings<br>(Attendance rate) |
|-----|--|--|---|
| 1   | Shuji Enomoto<br>[Reelected]                               | Chairman of the Board and CEO                  | 9/9<br>(100%)   |
| 2   | Kiyotaka Okumoto<br>[Reelected]                            | Representative Director, President and CEO     | 9/9<br>(100%)   |
| 3   | Fukuzou Okuno<br>[Reelected]                               | Director, Senior Managing Executive<br>Officer | 9/9<br>(100%)   |
| 4   | Yoshitaka Hayashida<br>[To be newly elected]               | Executive Officer                              | –   |
| 5   | Tatsumi Kimishima<br>[Reelected]<br>[Outside][Independent] | Outside Director                               | 9/9<br>(100%)   |
| 6   | Shigeo Matsutomi<br>[Reelected]<br>[Outside][Independent]  | Outside Director                               | 8/8<br>(100%)   |

(*Reelected* – Candidate for reelected Director; *To be newly elected* – Candidate for newly elected Director; *Outside* – Candidate for outside Director; *Independent* – Candidate for independent officer)

- Notes: 1. “Current position at the Company” of candidates for Directors are current as of the time of the sending of this notice.
2. Attendance at Board of Directors’ meetings for Shigeo Matsutomi counts his attendance at meetings held after his appointment on May 26, 2022.

| No. | Name<br>(Date of Birth)  | Career summary, position and responsibilities at the Company,<br>and significant concurrent positions outside the Company                              |  |
|-----|--|--|--|
| 1   | <p style="text-align: center;"><b>Shuji Enomoto</b><br/>(June 1, 1951)<br/>[Reelected]</p> <p style="text-align: center;">Number of the<br/>Company's shares<br/>owned<br/>127,900 shares</p>  | <p>March</p> <p>May</p> <p>May</p> <p>May</p> <p>February</p> <p>May</p> <p>February</p> <p>May</p> <p>May</p> <p>March</p> <p>March</p>               | <p>1973    Joined the Company</p> <p>2002    Executive Officer</p> <p>2005    Managing Executive Officer</p> <p>2007    Managing Director</p> <p>2008    General Manager, Sales Strategy Department</p> <p>2010    Senior Managing Director</p> <p>2012    In charge of Business Supervision<br/>In charge of Group Companies</p> <p>2013    Executive Vice President</p> <p>2015    President and CEO</p> <p>2021    Representative Director, President and CEO</p> <p>2023    Chairman of the Board and CEO (present)</p>  |
|     | <p>&lt;Reasons for nomination&gt;</p> <p>Shuji Enomoto has had extensive operational experience, having worked in sales operations since joining the Company, including serving in positions such as President of the Commercial Facility Company and director of subsidiaries. He therefore has a thorough knowledge of operations in general. The Company once again proposes him as a candidate for Director as he can be expected to continue using the knowledge and experience he has based on his assignments as Director and CEO and strengthen the effectiveness of decision-making and supervisory functions of the Board of Directors.</p>  |  |  |
| 2   | <p style="text-align: center;"><b>Kiyotaka Okumoto</b><br/>(September 10, 1965)<br/>[Reelected]</p> <p style="text-align: center;">Number of the<br/>Company's shares<br/>owned<br/>78,500 shares</p>  | <p>February</p> <p>May</p> <p>March</p> <p>May</p> <p>March</p> <p>March</p> <p>May</p> <p>March</p> <p>May</p> <p>March</p> <p>March</p> <p>March</p> | <p>1989    Joined the Company</p> <p>2010    Executive Officer</p> <p>2013    Managing Executive Officer</p> <p>2016    Director</p> <p>2017    Manager, Business Supervision Center</p> <p>2018    Chief of Headquarters, Business Headquarters<br/>Chairman, NOMURA (BEIJING) Co., Ltd.</p> <p>2018    Managing Director, the Company</p> <p>2019    Chief of Headquarters, Business Headquarters</p> <p>2020    Senior Managing Director</p> <p>2021    Director, Senior Managing Executive Officer</p> <p>2022    Director, NOMURA ARCHS Co., Ltd.<br/>Director, NOMURA MEDIAS Co., Ltd.</p> <p>2023    Representative Director, President and CEO (present)</p> |
|     | <p>&lt;Reasons for nomination&gt;</p> <p>Kiyotaka Okumoto has had extensive operational experience, having worked in production management since joining the Company, with involvement in production operations and general business supervision and so forth. He therefore has a thorough knowledge of operations in general. The Company once again proposes him as a candidate for Director as he can be expected to continue using the knowledge and experience he has based on his assignments as Director and Senior Managing Executive Officer, as well as Chairman of an overseas subsidiary, and strengthen the effectiveness of decision-making and supervisory functions of the Board of Directors.</p> |  |  |

| No. | Name<br>(Date of Birth)   | Career summary, position and responsibilities at the Company,<br>and significant concurrent positions outside the Company  |  |
|-----|---|--|--|
| 3   | <p><b>Fukuzou Okuno</b><br/>(August 24, 1957)<br/><br/>[Reelected]</p> <p>Number of the<br/>Company's shares<br/>owned<br/><br/>61,700 shares</p>   | <p>March 1982</p> <p>February 2008</p> <p>May 2008</p> <p>May 2011</p> <p>April 2012</p> <p>March 2017</p> <p>March 2018</p> <p>March 2019</p> <p>May 2019</p> <p>March 2021</p> <p>March 2022</p> <p>March 2023</p> | <p>Joined the Company</p> <p>General Manager, CC Department</p> <p>Executive Officer</p> <p>Director</p> <p>President and CEO, NOMURA PRODUCTS Co., Ltd.</p> <p>Managing Executive Officer, the Company<br/>General Manager, Business Unit 4</p> <p>General Manager, Group Business Department</p> <p>General Manager, Creative Department, Business Headquarters</p> <p>Director</p> <p>Managing Executive Officer<br/>Chief of Headquarters, Corporate Headquarters<br/>Director, C's・Three Co., Ltd.<br/>Director, RIKUYOSHA Co., Ltd.</p> <p>Director, NOMURA ARCHS Co., Ltd. (present)<br/>Director, NOMURA MEDIAS Co., Ltd. (present)</p> <p>Director, Senior Managing Executive Officer (present)</p> |
|     | <p>&lt;Reasons for nomination&gt;</p> <p>Fukuzou Okuno has had extensive operational experience, having worked in sales operations since joining the Company, and serving as Representative Director of a subsidiary that undertakes production and construction. He therefore has a thorough knowledge of operations in general. The Company once again proposes him as a candidate for Director as he can be expected to strengthen the effectiveness of decision-making and supervisory functions of the Board of Directors by using the knowledge and experience he has based on his assignments as General Manager, Managing Executive Officer and Director.</p> |  |  |
| 4   | <p><b>Yoshitaka Hayashida</b><br/>(April 21, 1964)<br/><br/>[To be newly elected]</p> <p>Number of the<br/>Company's shares<br/>owned<br/><br/>14,200 shares</p>  | <p>April 1987</p> <p>February 2006</p> <p>February 2012</p> <p>March 2015</p> <p>March 2021</p> <p>March 2022</p> <p>March 2023</p>  | <p>Joined the Company</p> <p>Director, Sales 3, Business Unit 2, Commercial Facilities Company</p> <p>Branch Manager, Kyushu Office, Commercial Facility Department</p> <p>Division Director, Account 4, Commercial Facility Department</p> <p>Executive Officer (present)<br/>General Manager, Business Unit 3, Business Headquarters</p> <p>General Manager, Sales Activation, Business Headquarters</p> <p>General Manager, Sales Activation (present)<br/>Director, NOMURA ARCHS Co., Ltd. (present)</p>   |
|     | <p>&lt;Reasons for nomination&gt;</p> <p>Yoshitaka Hayashida has had extensive operational experience, having worked in sales operations since joining the Company, and serving in positions such as Branch Manager and Division Director of the Commercial Facility Department. He therefore has a thorough knowledge of operations in general. The Company proposes him as a candidate for Director as he can be expected to strengthen the effectiveness of decision-making and supervisory functions of the Board of Directors by using the knowledge and experience he has based on his assignments as General Manager and Executive Officer.</p>                |  |  |

| No.  | Name<br>(Date of Birth)                    | Career summary, position and responsibilities at the Company,<br>and significant concurrent positions outside the Company |   |
|--|--|---|---|
| 5  | Tatsumi<br>Kimishima                       | April   | 1973 Joined The Sanwa Bank, Limited                               |
|  | (April 21, 1950)                           | October   | 1991 General Manager, Nishinomiya Branch, The Sanwa Bank, Limited |
|  | [Reelected]                                | January   | 2002 Director, Nintendo of America Inc.                           |
|  | [Outside Director]                         | June  | 2002 Director, Nintendo Co., Ltd.                                 |
|  | [Independent Officer]                      | May   | 2006 Director and Chairman (CEO), Nintendo of America Inc.        |
|  |  | June  | 2013 Managing Director, Nintendo Co., Ltd.                        |
|  |  | September   | 2015 Representative Director and President, Nintendo Co., Ltd.    |
|  | Number of the<br>Company's shares<br>owned | June  | 2018 Executive Adviser, Nintendo Co., Ltd.                        |
|  | – shares                                   | May   | 2020 Outside Director, the Company (present)                      |
|  |  | June  | 2022 Advisor, Nintendo Co., Ltd. (present)                        |
|  | July                                       | 2022 Advisor to the board, Nintendo of America Inc. (present)   |   |
| <p data-bbox="300 779 561 801">&lt;Reasons for nomination&gt;</p> <p data-bbox="300 819 1455 981">Tatsumi Kimishima has served as general manager of a bank, and has the experience of being directly involved in the management of other companies. The Company again proposes him as a candidate for outside Director as he can be expected to contribute to strengthening the effectiveness of decision-making and supervisory functions of the Board of Directors from an objective position independent from the Company's executive management, based on his experience and knowledge. At the conclusion of the Meeting, he will have served as an outside Director for three (3) years.</p> |  |   |   |



| No.   | Name<br>(Date of Birth)   | Career summary, position and responsibilities at the Company,<br>and significant concurrent positions outside the Company |      |  |
|---|---|---|------|--|
| 6   | <b>Shigeo Matsutomi</b><br><br>(October 19, 1955)<br><br>[Reelected]<br>[Outside Director]<br>[Independent Officer]<br><br>Number of the<br>Company's shares<br>owned<br><br>– shares | April   | 1978 | Joined Ministry of Foreign Affairs of Japan  |
|   |   | April   | 1991 | First Secretary, Embassy of Japan in the United States of America  |
|   |   | January   | 1995 | Director, First Southeast Asia Division, Asian Affairs Bureau  |
|   |   | July  | 1997 | Director, Developing Region Division, Economic Affairs Bureau  |
|   |   | January   | 1999 | Counsellor, Embassy of Japan in New Zealand  |
|   |   | March   | 2001 | Counsellor, Embassy of Japan in Turkey   |
|   |   | September   | 2002 | Minister, Permanent Delegation of Japan to the OECD  |
|   |   | July  | 2004 | Counsellor, Intelligence and Analysis Service  |
|   |   | July  | 2008 | Deputy Vice Minister for Policy Planning and Co-ordination of the Minister's Secretariat                   |
|   |   | August  | 2010 | Director-General, Middle Eastern and African Affairs Bureau  |
|   |   | September   | 2012 | Director-General, Intelligence and Analysis Service  |
|   |   | July  | 2014 | Ambassador Extraordinary and Plenipotentiary to Israel   |
|   |   | January   | 2016 | Ambassador Extraordinary and Plenipotentiary to Poland   |
|   |   | April   | 2018 | Retired from the Ministry of Foreign Affairs of Japan  |
|   |   | June  | 2018 | Managing Director, Japan International Trainee & Skilled Worker Cooperation Organization (JITCO) (present) |
| May   | 2022  | Outside Director, the Company (present)   |      |  |
| <Reasons for nomination>  |   |   |      |  |
| <p>Shigeo Matsutomi has insight into politics and economics from a global perspective reflecting a career history that includes serving as Director-General, Middle Eastern and African Affairs Bureau and Director-General, Intelligence and Analysis Service at the Ministry of Foreign Affairs of Japan as well as being stationed as Japan's ambassador to Israel and to Poland. Although he has not been involved directly in company management, the Company again proposes him as a candidate for outside Director as he can be expected to contribute to strengthening the effectiveness of decision-making and supervisory functions of the Board of Directors from an objective position independent from the Company's executive management, based on his experience and knowledge. At the conclusion of the Meeting, he will have served as an outside Director for one (1) year.</p> |   |   |      |  |

- Notes:
1. No special interest exists between the Company and any of the candidates for Director.
  2. Both Tatsumi Kimishima and Shigeo Matsutomi are candidates for outside Director. The Company has submitted notification to the Tokyo Stock Exchange that Tatsumi Kimishima and Shigeo Matsutomi have been designated as an independent officer as provided for by the aforementioned exchange and, if they are reelected and assume office as outside Directors, the Company plans to again submit notification to the aforementioned exchange regarding their designation as an independent officer.
  3. Overview of liability limitation agreement  
The Company has entered into an agreement with both Tatsumi Kimishima and Shigeo Matsutomi to limit their liabilities for damages stipulated in Article 423, paragraph (1) of the Companies Act to the total amount defined by each item in Article 425, paragraph (1) of the same Act. If the two candidates are reelected, the Company plans to continue the agreement.
  4. Regarding directors and officers liability insurance agreement  
The Company has entered into a directors and officers liability insurance agreement (D&O insurance) with an insurance company. If each candidate assumes office as Director, the Company plans to include each of them as an insured person in the agreement. In addition, when the agreement is renewed, the Company plans to renew the agreement with the same terms. For "Overview of directors and officers liability insurance agreement," please refer to the following.

[Overview of directors and officers liability insurance agreement]

The Company has entered into a directors and officers liability insurance agreement as provided for in Article 430-3, paragraph (1) of the Companies Act with an insurance company. The agreement covers losses incurred from legally mandated amounts of indemnification and litigation expenses, etc. that insured persons are liable for in cases where a damage claim has been filed through a shareholders' derivative suit, etc. and in cases when a damages claim is filed against an insured person and then the insured person makes a compensation payment for loss to a third party arising from the performance of duties. The insured persons in the agreement include Directors and Executive Officers. The full amount of the insurance premiums is borne by the Company.

### Proposal No. 3: Election of One (1) Director Who Is an Audit and Supervisory Committee Member

To further strengthen the corporate governance system, the Company proposes to elect one (1) Director who is an Audit and Supervisory Committee Member, increasing the number of Directors who are Audit and Supervisory Committee Members by one (1).

In addition, prior consent of the Audit and Supervisory Committee has been obtained for this proposal.

The candidate for Director who is an Audit and Supervisory Committee Member is as follows:

| Name<br>(Date of Birth)  | Career summary, position and responsibilities at the Company,<br>and significant concurrent positions outside the Company |  |  |
|--|---|--|--|
| <p><b>Chihiro Kanai</b><br/>(July 1, 1961)</p> <p>[To be newly elected]<br/>[Outside Auditor]<br/>[Independent Officer]</p> <p>Number of the<br/>Company's shares<br/>owned<br/>– shares</p> | April   | 1984   | Joined Citibank, N.A.  |
|  | October   | 1990   | Joined Chuo Audit Corporation (Retired in July 2000)   |
|  | August  | 2000   | Established Chihiro Kanai Certified Public Accountant Office (present)   |
|  | June  | 2010   | Joined SOH Audit Corporation (Retired in June 2020)  |
|  | April   | 2015   | Auditor, National Institute for Materials Science (present)  |
|  | May   | 2016   | Auditor, Agricultural and Fishery Co-operative Savings Insurance Corporation (present)   |
|  | October   | 2019   | Auditor, Non-Profit Organization Tokyo Opera Production (present)  |
|  | December  | 2019   | Audit & Supervisory Board Member, Inose Logistics Service Co., Ltd. (present)  |
|  | August  | 2020   | Joined Seirei Audit Corporation (present)  |
|  | June  | 2021   | Outside Director, SHIMOJIMA Co., Ltd. (present)  |
| November   | 2022  | Auditor, Social Welfare Corporation Tsurumi-Akebonokai (present) |  |
| <Reasons for nomination>   |   |  | <p>Chihiro Kanai possesses specialized knowledge accumulated as a certified public accountant, as well as extensive experience and keen insight from an external management perspective serving in positions such as a corporate auditor and audit &amp; supervisory board member. She is nominated as a candidate for outside Director who is an Audit and Supervisory Committee Member because she has been directly involved in the management of other companies, and we expect her to and audit and supervise the execution of duties by Directors from an objective and neutral perspective.</p> |

- Notes:
1. No special interest exists between the Company and the candidate.
  2. Chihiro Kanai is a candidate for outside Director who is an Audit and Supervisory Committee Member. If she assumes the office of a Director who is an Audit and Supervisory Committee Member, the Company plans to notify the Tokyo Stock Exchange of her status as an independent officer.
  3. If Chihiro Kanai is elected, the Company will enter into an agreement with her to limit her liabilities for damages stipulated in Article 423, paragraph (1) of the Companies Act to the total amount defined by each item in Article 425, paragraph (1) of the same Act.
  4. Regarding directors and officers liability insurance agreement  
The Company has entered into a directors and officers liability insurance agreement (D&O insurance) with an insurance company. If Chihiro Kanai assumes office as outside Director who is an Audit and Supervisory Committee Member, she will be included as an insured person in the agreement. In addition, when the agreement is renewed, the Company plans to renew the agreement with the same terms. For "Overview of directors and officers liability insurance agreement," please refer to the following.

[Overview of directors and officers liability insurance agreement]

The Company has entered into a directors and officers liability insurance agreement as provided for in Article 430-3, paragraph (1) of the Companies Act with an insurance company. The agreement covers losses incurred

from legally mandated amounts of indemnification and litigation expenses, etc. that insured persons are liable for in cases where a damage claim has been filed through a shareholders' derivative suit, etc. and in cases when a damages claim is filed against an insured person and then the insured person makes a compensation payment for loss to a third party arising from the performance of duties. The insured persons in the agreement include Directors and Executive Officers. The full amount of the insurance premiums is borne by the Company.

**[Reference] Skill matrix of Directors and the candidates for Director**

Directors (excluding Directors who are Audit and Supervisory Committee Members)

| Name                       | Overall management | Sales strategies | Creative strategies | Production strategies | HR & administration | Finance & accounting | Governmental experience | Global business | Independence (outside) |
|----------------------------|--------------------|------------------|---------------------|-----------------------|---------------------|----------------------|-------------------------|-----------------|------------------------|
| <b>Shuji Enomoto</b>       | •                  |                  |                     |                       |                     |                      |                         |                 |                        |
| <b>Kiyotaka Okumoto</b>    | •                  |                  |                     |                       |                     |                      |                         |                 |                        |
| <b>Fukuzou Okuno</b>       | •                  |                  | •                   |                       | •                   | •                    |                         |                 |                        |
| <b>Yoshitaka Hayashida</b> | •                  | •                | •                   | •                     |                     |                      |                         |                 |                        |
| <b>Tatsumi Kimishima</b>   | •                  |                  |                     |                       |                     | •                    |                         | •               | •                      |
| <b>Shigeo Matsutomi</b>    | •                  |                  |                     |                       |                     |                      | •                       | •               | •                      |

Directors who are Audit and Supervisory Committee Members

| Name                    | Overall management | Sales strategies | Creative strategies | Production strategies | HR & administration | Finance & accounting | Governmental experience | Global business | Independence (outside) |
|-------------------------|--------------------|------------------|---------------------|-----------------------|---------------------|----------------------|-------------------------|-----------------|------------------------|
| <b>Makoto Kurihara</b>  | •                  |                  |                     |                       |                     | •                    |                         |                 |                        |
| <b>Yasuharu Fushimi</b> | •                  |                  |                     |                       |                     | •                    | •                       |                 | •                      |
| <b>Tatsumi Yamada</b>   | •                  |                  |                     |                       |                     | •                    |                         | •               | •                      |
| <b>Chihiro Kanai</b>    | •                  |                  |                     |                       |                     | •                    |                         |                 | •                      |

Note: Of the knowledge, skills, and expected roles of each individual, those considered to be of primary importance have been selected and presented.