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Security Code: 4307

June 1, 2023

Dear Shareholders,

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

Notice of Convocation of the 58th Ordinary General Meeting of Shareholders

The 58th Ordinary General Meeting of Shareholders of Nomura Research Institute, Ltd. (hereinafter the “Company”) will be held as described below.

Details

1. Date and Time	Friday, June 23, 2023, at 10:00 a.m. (Japan Time) (The reception will start at 9:00 a.m.)
2. Place	OTEMACHI FINANCIAL CITY 3F South Tower, Conference Center, Hall 1-9-7, Otemachi, Chiyoda-ku, Tokyo * The shareholders’ meeting will take place at a different venue than in the previous year. Please take note of this year’s new location.
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 Board of Consolidated Financial Statements for the fiscal year from April 1, 2022, to March 31, 2023. ► Matters to be resolved: Proposal 1: Election of Nine (9) Members of the Board Proposal 2: Election of One (1) Audit & Supervisory Board Member

**4. Matters Concerning
Measures for Providing
Information in Electronic
Format**

The Company takes measures for providing information in electronic format. Matters subject to measures for providing information in electronic format (matters for which measures for providing information in electronic format are required to be taken in accordance with laws and regulations, such as reference documents for the general meeting of shareholders) are posted 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)

- This Notice of Convocation also serves as the delivery document to be sent to shareholders who have requested the delivery of paper-based documents.
- If any changes have been made to the matters subject to measures for providing information in electronic format, 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 by post

Voting deadline Votes must be received by **5:00 p.m. on Thursday, June 22, 2023 (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's 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 by post, the vote most recently received shall be treated as valid.

Exercising voting rights by the Internet

Voting deadline Votes must be exercised by **5:00 p.m. on Thursday, June 22, 2023 (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 by the Internet, the most recent vote shall be treated as valid.
- In the event of duplicate votes by post and 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.

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				Current position in the Company
1	Shingo Konomoto	Reelection				President & CEO, Chairman, Member of the Board, Representative Director
2	Yasuo Fukami	Reelection	Non-executive			Vice Chairman, Member of the Board
3	Yo Akatsuka	Reelection	Non-executive			Vice Chairman, Member of the Board
4	Ken Ebato	Reelection				Senior Executive Vice President, Member of the Board, Representative Director
5	Hidenori Anzai	Reelection				Senior Executive Managing Director, Member of the Board, Representative Director
6	Shuji Tateno	Reelection				Senior Executive Managing Director, Member of the Board
7	Shinoi Sakata	Reelection	Non-executive	Outside	Independent	Member of the Board
8	Tetsuji Ohashi	Reelection	Non-executive	Outside	Independent	Member of the Board
9	Hideki Kobori	New election	Non-executive	Outside	Independent	–

Candidate Number	1	Reelection	Number of the Company's shares held 338,021	Attendance at the Board of Directors meetings 14/14
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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
June 2022	President & CEO, Chairman, Member of the Board, Representative Director (present)

Reasons for nomination as a candidate for Member of the Board

The candidate has been responsible for the NRI Group's management as President & CEO since 2016 and possesses abundant experience and achievements concerning the management of the Company. In addition, he has been remarkably contributing to the maintenance and improvement of the corporate value of the Company, especially by achieving the profit targets of the Medium-Term Management Plan (fiscal 2019 to fiscal 2022) one year ahead of the expected timeline. 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 Nomination Committee. If this proposal is approved, the Company will reappoint him as a member of the Nomination Committee at the Board of Directors meeting to be held after this General Meeting of Shareholders.

Candidate Number	2	<input type="checkbox"/> Reelection <input type="checkbox"/> Non-executive	Number of the Company's shares held	Attendance at the Board of Directors meetings
			113,118	14/14

Yasuo Fukami

August 12, 1960

Career summary, positions and areas of responsibility in the Company

April 1983	Joined the Company
April 2011	Senior Managing Director Deputy Division Manager of Distribution & Communication Solution Division
April 2016	Senior Corporate Managing Director Head of Distribution, Communication & Industrial Solutions Division Manager of Distribution & Communication Solution Division
April 2017	Senior Corporate Managing Director Head of Corporate Administration
April 2019	Senior Executive Managing Director Supervising of Corporate Headquarters
June 2019	Senior Executive Managing Director, Member of the Board, Representative Director Supervising of Corporate Headquarters
April 2021	Vice Chairman, Member of the Board Chairperson of the Board of Directors (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 and industrial IT solutions, as well as corporate headquarters, in addition to his global business experience in the regions of Asia and Europe. 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 chairperson of the Nomination Committee and 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 the chairperson of the Board of Directors meetings, the Nomination Committee and the Compensation Committee at the Board of Directors meeting to be held after this General Meeting of Shareholders.

Candidate
Number 3

Reelection Non-executive

Number of the
Company's shares held
10,900

Attendance at the Board
of Directors meetings
11/11

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.

Candidate
Number 4

Reelection

Number of the
Company's shares held
162,609

Attendance at the Board
of Directors meetings
14/14

Ken Ebato

October 28, 1963

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 (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.

Candidate Number	5	Reelection	Number of the Company's shares held	Attendance at the Board of Directors meetings
			119,424	14/14

Hidenori Anzai

November 9, 1964

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 reappoint him as a member of the Compensation Committee at the Board of Directors meeting to be held after this General Meeting of Shareholders.

Candidate Number	6	Reelection	Number of the Company's shares held	Attendance at the Board of Directors meetings
			177,333	11/11

Shuji Tateno

May 2, 1964

Career summary, positions and areas of responsibility in the Company

April 1987	Joined the Company
April 2014	Senior Managing Director Deputy Division Manager of IT Platform Services Division
April 2016	Senior Managing Director Division Manager of Systems Consulting Division Deputy Division Manager of Services & Industrial Solution Division
April 2019	Senior Corporate Managing Director Division Manager of Services & Industrial Solution Division
April 2021	Senior Executive Managing Director Head of Industrial IT Solutions
April 2022	Senior Executive Managing Director Supervising of Industrial IT Solutions Supervising of Global Headquarters
June 2022	Senior Executive Managing Director, Member of the Board 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 such as overseas M&A. 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.

Candidate Number	7	Reelection	Non-executive	Number of the Company's shares held	Attendance at the Board of Directors meetings
		Outside	Independent	732	14/14

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 (scheduled to take office in June 2023)

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 Outside	Non-executive Independent	Number of the Company's shares held	-	Attendance at the Board of Directors meetings	14/14
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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

New election	Non-executive
Outside	Independent

Number of the
Company's shares held

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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)

Important concurrent positions

Chairman and Director of ASAHI KASEI CORPORATION

Outside Director of SEIKO GROUP CORPORATION (scheduled to take office in June 2023)

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. 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. Shinoi Sakata, Tetsuji Ohashi, and Hideki Kobori are candidates for Outside Directors. The Company specifies Shinoi Sakata and Tetsuji Ohashi 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 Hideki Kobori 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 meeting, Outside Director candidates Shinoi Sakata and Tetsuji Ohashi will have served as Outside Director of the Company for 3 years and 2 years, respectively.
4. The Company has respectively entered into a contract with Shinoi Sakata and Tetsuji Ohashi 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 Hideki Kobori is approved, the Company plans to 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, Yasuo Fukami, Yo Akatsuka, Ken Ebato, Hidenori Anzai, Shuji Tateno, Shinoi Sakata and Tetsuji Ohashi. If their election is approved, the contract will be continuously applied. If the election of Hideki Kobori is approved, the Company will enter into the same contract 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.
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 2023.

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

The term of office of Audit & Supervisory Board Member Motoya Nishimura 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:

	New election	Number of the Company's shares held
		112,825

Yoichi Inada

December 13, 1964

Career summary and positions in the Company

April 1988	Joined the Company
April 2012	Senior Managing Director Deputy Division Manager of Services & Industrial Solution Division II
April 2015	Senior Managing Director Division Manager of Quality Management Division Head of Integrated Risk Management Head of Information System Planning & Control Head of Security Management
April 2017	Senior Corporate Managing Director Division Manager of Distribution & Communication Solution Division
April 2023	Counselor (present)

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

The candidate possesses long-standing experience in business execution and achievements in the area of industrial 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.

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 2023.

(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	Experience and license in the area of expertise			
		Innovation	Global	Human resources		Corporate management	Business, Corporate operation	License	
Member of the Board	Inside	Shingo Konomoto	●	●	●	Corporate management	CEO of the Company		
		Yasuo Fukami		●	●	Business, Corporate, Quality		IT Solutions Corporate	
		Yo Akatsuka	●	●	●	Finance, M&A		Officer of a securities company	
		Ken Ebato	●		●	Business		IT Solutions	
		Hidenori Anzai		●	●	Business, Corporate, Quality		IT Solutions Corporate	
		Shuji Tateno		●	●	Business		IT Solutions	
	Outside, Independent	Shinoi Sakata*	●	●	●	ESG, SDGs, Diversity of human resources		Officer of a listed company	
		Tetsuji Ohashi	●	●	●	Corporate management	CEO of a listed company		
		Hideki Kobori	●	●	●	Corporate management	CEO of a listed company		
Audit & Supervisory Board Member	Inside	Takuhito Sakata	●		●	Governance, Internal control, Business		IT Solutions	
		Yoichi Inada	●		●	Governance, Internal control, Business, Quality		IT Solutions Corporate	
	Outside, Independent	Kenkichi Kosakai	●	●	●	Corporate management	Senior Executive Vice President of a listed company CFO		
		Naruhito Minami		●	●	Governance, Internal control, Corporate accounting			Certified public accountant
		Yasuko Takazawa*		●	●	Governance, Internal control		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 skills

- In light of the management strategy of the Company, the expected items related to the specified strategies are described as “**Expected strategy-related knowledge.**”
- “**Area of expertise**” and “**Experience and license in the area of expertise**” required for promoting the strategies are classified and listed.

2. Description of each skill group

Expected strategy-related knowledge	Area of expertise	Experience and license in the area of expertise
<p>Innovation: Digital transformation (DX) strategy</p> <p>Global: Global strategy</p> <p>Human resources: Management</p> <p>* The items are set based on the Medium-Term Management Plan.</p> <p>* The demonstration of multifaceted knowledge about promotion of business and risk policies, etc. from the perspective of the area of expertise are expected.</p>	<p>Corporate management Expertise beyond specific areas, in Business, Corporate and Quality</p> <p>Business Leadership in business divisions</p> <p>Corporate Business administration, Governance and Internal control</p> <p>Quality Project supervision and Risk management</p> <p>Finance Knowledge of the financial and securities industry to which the Company’s major clients belong</p> <p>M&A, ESG, SDGs, Diversity of human resources, Governance, Internal control, Corporate accounting Knowledge about specific area</p>	<p>Corporate management Experience as CEO or Senior Executive Vice President of a listed company</p> <p>Business, Corporate operation Experience as Division-Manager-class member of business division, supervision of Corporate Headquarters, officer of another company</p> <p>License Holding official high-level qualification</p>

3. Approach for “Expected strategy-related knowledge”

- The Company expects Members of the Board and Audit & Supervisory Board Members who have experience in corporate management to demonstrate their knowledge for all strategies.
- As for Innovation and Global, “●” indicates that there is high expectation based on considering the length of experience, details of experience, etc.
- Human resources management is vital for the Company, and the Company expects all Members of the Board and Audit & Supervisory Board Members to demonstrate their knowledge.

4. 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.