

## SRA Holdings Statement on Board Diversity

The governance framework of SRA Holdings incorporates an executive officer structure that is designed to separate the overall managerial decision-making and oversight functions of the board of directors from the actual execution of operations conducted in line with those board decisions.

The five-member SRA Holdings board of directors is composed of two members from the SRA Group, one who acts as the board's representative director and one who serves both as a director and the managing executive officer, and three outside directors, who constitute a majority, thereby ensuring a high degree of transparency in governance.

To maximize managerial oversight capability, and to realize sound management practices that reflect diverse perspectives, SRA Holdings board members are selected from among people with the following attributes: a thorough understanding of SRA Group businesses and operations; managerial experience overseas; managerial experience in a major enterprise; experience in the technology research unit of a large corporation; and experience in the area of economic and industrial policy development.

The executive officer team is comprised of eight people selected primarily from SRA Group company management, with an emphasis on placing the right people in the roles critical to driving SRA Group growth and achieving optimal operational performance. Team members include the SRA Group managers with overall responsibility for technology, sales operations, and overseas business development; the chief financial and accounting officer; and the head of network business services, who is responsible for the group-wide rollout of cloud-based services—an area expected to see dramatic growth in the near future. We increased the number of people in charge of sustainability and corporate governance to strengthen corporate governance in 2022.

While SRA Holdings currently has no women in director or executive officer roles, we are committed to selecting the best people for positions without regard to gender, nationality, or other characteristics not directly relevant to the job in question. We will continue to focus on proactively appointing talented, capable individuals as directors and executive officers by enhancing measures to expand the pool from which candidates are chosen. These measures include efforts to foster diversity in areas such as gender, international experience, occupational background, and age; we will also continue to review executive positions from the perspective of appropriate numbers and composition.