

Note: This document has been translated from a part of the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

Securities Code: 3817

June 10, 2025

To our shareholders:

Katsumi Ohkuma  
Representative Director and President  
**SRA Holdings, Inc.**  
2-32-8 Minami-Ikebukuro, Toshima-ku,  
Tokyo

## Notice of the 35th Annual General Meeting of Shareholders

The 35th Annual General Meeting of Shareholders of SRA Holdings, Inc. (the “Company”) will be held for the purposes as described below.

In convening this General Meeting of Shareholders, the Company has taken measures for providing information that constitutes the content of reference documents for the general meeting of shareholders, etc. in electronic format (matters subject to measures for electronic provision), and has posted the information on each of the following websites, so please access these websites to view the information.

The Company website: <https://www.sra-hd.co.jp/ir/gm/index.html> (in Japanese)

(Access the website above to view information.)

TSE website (Listed Company Search):

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

(Access the TSE website by using the internet address shown above, enter “SRA Holdings” in “Issue name (company name)” or the Company’s securities code “3817” in “Code,” and click “Search,” then, click “Basic information” and select “Documents for public inspection/PR information,” and 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].”)

Those unable to attend the meeting may exercise their voting rights online or in writing (by mail), in which case we ask that you review the Reference Documents for General Meeting of Shareholders and follow the instructions in “Exercise of Voting Rights, etc.” on page 3 to cast your vote either by sending back the voting form indicating your approval or disapproval of the proposals or entering your approval or disapproval of the proposals on the voting website designated by the Company (<https://evote.tr.mufig.jp/>) no later than 5:30 p.m. on Wednesday, June 25, 2025 (JST) to exercise your voting rights.

1. **Date and Time:** Thursday, June 26, 2025, at 10:00 a.m. (JST) (Reception will open at 9:00 a.m.)
2. **Venue:** Sakura-no-ma, 4th Floor, HOTEL METROPOLITAN  
1-6-1 Nishi-Ikebukuro, Toshima-ku, Tokyo

3. **Purpose of the Meeting:**

**Matters to be reported:**

1. The Business Report and the Consolidated Financial Statements for the 35th fiscal year (from April 1, 2024 to March 31, 2025), and the results of audits of the Consolidated Financial Statements by the Financial Auditor and the Audit & Supervisory Board
2. The Non-consolidated Financial Statements for the 35th fiscal year (from April 1, 2024 to March 31, 2025)

**Matters to be resolved:**

- Proposal No. 1** Partial Amendment to the Articles of Incorporation
- Proposal No. 2** Election of Nine Directors
- Proposal No. 3** Election of One Substitute Audit & Supervisory Board Member

4. **Matters Concerning the Meeting:**

- (1) Among the matters subject to measures for electronic provision, in accordance with the provisions of laws and regulations and the Articles of Incorporation of the Company, the following matters are not provided in the paper-based documents delivered to shareholders who have made a request for delivery of such documents. The Audit & Supervisory Board Members and the Financial Auditors have audited the documents subject to audit, including the following matters.
  - (i) “Main Businesses,” “Main Business Offices,” “Main Lenders,” “Other Important Information on the Corporate Group,” “Status of Share Acquisition Rights,” “Status of the Financial Auditor,” “System to Ensure the Appropriateness of Business,” “Overview of Status of System to Ensure the Appropriateness of Business” and “Basic Policy Concerning Control of the Company” in the Business Report
  - (ii) “Consolidated Statement of Changes in Equity” and “Notes to the Consolidated Financial Statements” in the Consolidated Financial Statements
  - (iii) “Non-consolidated Balance Sheet,” “Non-consolidated Statement of Income,” “Non-consolidated Statement of Changes in Equity,” and “Notes to the Non-consolidated Financial Statements” in the Non-consolidated Financial Statements
- (2) In cases where you exercise your voting rights both via the Internet, etc. and via the voting form, your voting rights via the Internet, etc. shall take priority. Also, if you exercise your voting rights via the Internet, etc. multiple times, only the last vote shall be deemed valid.
- (3) When there is no indication of approval or disapproval for a proposal on the voting form when exercising voting rights in writing (by mail), the Company shall treat it as a vote for approval.

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(Matters concerning system for electronic provision)

- If revisions to the matters subject to measures for electronic provision arise, a notice of the revisions and the details of the matters before and after the revisions will be posted on the Company’s aforementioned website and the TSE website.
  - Please check the details regarding matters subject to measures for electronic provision by accessing either of the websites stated above.
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## Exercise of Voting Rights, etc.

There are three ways to exercise your voting rights as described below:

Please exercise your voting rights after reviewing the Reference Documents for General Meeting of Shareholders on pages 4 to 16 of this notice.

| By exercising voting rights via the Internet                                                                                                                                                               |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Please access the voting website through your PC or smartphone and enter your approval or disapproval of the proposals.<br>Exercise due date:<br>No later than 5:30 p.m. on Wednesday, June 25, 2025 (JST) |

| By submitting voting form by mail                                                                                                                                                                                                        |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Please indicate your approval or disapproval of the proposals on the voting form and return it to the Company. (No postage is needed.)<br>Exercise due date:<br>To be received no later than 5:30 p.m. on Wednesday, June 25, 2025 (JST) |

| By attending the general meeting of shareholders                                                                                                                      |
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| Please submit the voting form to reception at the meeting venue.<br>Date and Time:<br>Thursday, June 26, 2025, at 10:00 a.m. (JST) (Reception will open at 9:00 a.m.) |

[Please cooperate with us in exercising voting rights via the Internet]

- (1) Please access the voting website (<https://evote.tr.mufg.jp/>), enter your login ID and temporary password printed on the right-hand side of the voting form, and follow the instructions on screen to indicate your approval or disapproval of each proposal. (Not available from 2:30 a.m. to 4:30 a.m. (JST))
- (2) In order to prevent unauthorized access (“spoofing”) by third parties other than shareholders and to prevent tampering with the contents of the voting, the “temporary password” can be changed to any password on the voting right exercise website. The login ID and temporary password shall be effective only for this General Meeting of Shareholders.
- (3) By scanning the “QR code for login” given on the voting form using smartphones, you can automatically access the voting website and exercise your voting rights. (There is no need to enter the login ID and temporary password.)  
\* QR code is a registered trademark of DENSO WAVE INCORPORATED.
- (4) Any costs including Internet connection fees and communication charges that might be incurred to access the voting website shall be borne by the shareholder.
- (5) Depending on the Internet connection, subscription services, or equipment models, you may be unable to access the voting website and log in using the QR code from your computer or smartphone. Please contact the help desk below for details.

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| For inquiries about the system environment, etc.<br>Mitsubishi UFJ Trust and Banking Corporation<br>Stock Transfer Agency (Help Desk)<br>Telephone: 0120-173-027 (Toll free within Japan)<br>Hours: from 9:00 a.m. to 9:00 p.m. |
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### To institutional investors

Shareholders who have participated in the Electronic Platform to Exercise Voting Rights for Institutional Investors operated by ICJ, Inc. can exercise their rights via the said platform.

## Reference Documents for General Meeting of Shareholders

### Proposal No. 1 Partial Amendment to the Articles of Incorporation

1. Reason for amendment to the articles of incorporation

The purpose of this amendment is to enhance the governance of the Board of Directors and secure operational flexibility. This involves revising the current Article 23 (Convener and Chairperson of the Board of Directors), currently restricting the chairperson to the Director and President, to enable other Directors to assume the role of chairperson.

2. Content of the amendments

The content of the amendments are as follows.

(Underlined parts represent amendments.)

| Current Articles of Incorporation                                                                                                                                                                                                                                                                                                                                                                                           | Proposed Amendments                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (Convener and Chairperson of the Board of Directors)<br>Article 23<br>1. The Board of Directors shall, except as otherwise provided by law, be convened by the <u>Director and President</u> , who shall also serve as chairperson.<br>2. If the <u>Director and President</u> is unable to act, another Director shall convene and chair the meeting in accordance with the order predetermined by the Board of Directors. | (Convener and Chairperson of the Board of Directors)<br>Article 23<br>1. The Board of Directors shall, except as otherwise provided by law, be convened by the <u>Director designated in advance by the Board of Directors</u> , who shall also serve as chairperson.<br>2. If <u>the Director mentioned in the preceding paragraph</u> is unable to act, another Director shall convene and chair the meeting in accordance with the order predetermined by the Board of Directors. |

## Proposal No. 2 Election of Nine Directors

At the conclusion of this meeting, the terms of office of all nine Directors will expire. Therefore, the Company proposes the election of nine Directors.

Moreover, the selection of candidates for Director was determined after it was passed through a process of deliberation and reporting by the voluntarily established Nomination and Remuneration Committee, whose chairperson and a majority of committee members are independent outside Directors.

The candidates for Director are as follows:

| Candidate No. | Name              | Gender | Position and responsibility in the Company                                                             | Candidate attributes |         |             |
|---------------|-------------------|--------|--------------------------------------------------------------------------------------------------------|----------------------|---------|-------------|
| 1             | Toru Kashima      | Male   | Representative Director and Chairman                                                                   | Re-election          |         |             |
| 2             | Katsumi Ohkuma    | Male   | Representative Director, Executive Officer and President                                               | Re-election          |         |             |
| 3             | Junji Hirata      | Male   | Director and Managing Executive Officer<br>Division Director of Group Management Strategy Headquarters | Re-election          |         |             |
| 4             | Hiroyuki Uchida   | Male   | Director                                                                                               | Re-election          |         |             |
| 5             | Masafumi Narikawa | Male   | Outside Director                                                                                       | Re-election          | Outside | Independent |
| 6             | Hirofuka Ohashi   | Male   | Outside Director                                                                                       | Re-election          | Outside | Independent |
| 7             | Yutaka Fujiwara   | Male   | Outside Director                                                                                       | Re-election          | Outside | Independent |
| 8             | Yukina Fujimoto   | Female | Outside Director                                                                                       | Re-election          | Outside | Independent |
| 9             | Izumi Okoshi      | Female | Outside Director                                                                                       | Re-election          | Outside | Independent |

Re-election Candidate for re-election as Director
 Outside Candidate for outside Director
 Independent Candidate for independent officer

| Candidate No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Name<br>(Date of birth)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company |                                                                                               | Number of the Company's shares owned |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|--------------------------------------|
| 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Toru Kashima<br>(July 28, 1952)<br><div>Re-election</div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Apr. 1984                                                                                                            | Joined Software Research Associates, Inc.                                                     | 102,100 shares                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | July 1990                                                                                                            | Representative Director and President of SRA AMERICA, INC.                                    |                                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | June 1996                                                                                                            | Director of Software Research Associates, Inc.                                                |                                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Apr. 2003                                                                                                            | Representative Director and President                                                         |                                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Apr. 2006                                                                                                            | Executive Officer and President                                                               |                                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | June 2006                                                                                                            | Representative Director and President of the Company                                          |                                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | June 2016                                                                                                            | Representative Director and Chairman of Software Research Associates, Inc. (current position) |                                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Jan. 2020                                                                                                            | Representative Board Chairman (CEO) of SRA OSS, Inc. (current position)                       |                                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | June 2023                                                                                                            | Representative Director and Chairman of the Company (current position)                        |                                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | [Reason for nomination as a candidate for Director]<br>Toru Kashima has extensive expertise and business experience overseas, and has extensive experience in the business and company management of the Group, having served as Representative Director and President of an overseas subsidiary, Representative Director and President of Software Research Associates, a major subsidiary of the Company, in April 2003, Representative Director and President of the Company in June 2006, and Representative Director and Chairman of the Company since June 2023. The Company expects him to use this experience to thoroughly fulfill the role as a Director in deciding on important matters and supervising the execution of management of the Group, and has thus nominated him as a candidate to continue as a Director. |                                                                                                                      |                                                                                               |                                      |
| 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Katsumi Ohkuma<br>(April 11, 1963)<br><div>Re-election</div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Apr. 1987                                                                                                            | Joined IBM Japan, Ltd.                                                                        | 12,100 shares                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Feb. 2001                                                                                                            | General Manager of Sales Department of Advanced Integration Technology, Inc.                  |                                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Apr. 2006                                                                                                            | Director and Senior Managing Executive Officer                                                |                                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Apr. 2007                                                                                                            | General Manager of BTO Business Sales Department of IBM Japan, Ltd.                           |                                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Apr. 2008                                                                                                            | Director and Vice President of Advanced Integration Technology, Inc.                          |                                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Apr. 2009                                                                                                            | Representative Director and President (current position)                                      |                                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | June 2014                                                                                                            | Director of the Company                                                                       |                                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | June 2016                                                                                                            | Director of Software Research Associates, Inc. (current position)                             |                                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | June 2019                                                                                                            | Managing Executive Officer of the Company                                                     |                                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | June 2023                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Representative Director, Executive Officer and President (current position)                                          |                                                                                               |                                      |
| [Reason for nomination as a candidate for Director]<br>Katsumi Ohkuma has extensive experience in the business and company management of the Group, having served as Representative Director and President of Advanced Integration Technology, a major subsidiary of the Company, in 2009, Director of the Company in June 2014, and Representative Director and President of the Company since June 2023, in addition to his extensive management experience and insight in the telecommunications industry. The Company expects him to use this experience to thoroughly fulfill the role as a Director in deciding on important matters and supervising the execution of management of the Group, and has thus nominated him as a candidate to continue as a Director. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                      |                                                                                               |                                      |

| Candidate No. | Name<br>(Date of birth)                                       | Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                  | Number of the Company's shares owned |
|---------------|---------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|
| 3             | Junji Hirata<br>(September 5, 1958)<br><div>Re-election</div> | Apr. 1985                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Joined Software Research Associates, Inc.                                                                                                                                                        | 17,800 shares                        |
|               |                                                               | Apr. 2006                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Director of SRA AMERICA, INC.<br>General Manager of Chubu Division,<br>Executive Officer of Software Research Associates, Inc.                                                                   |                                      |
|               |                                                               | June 2010                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Director and Executive Officer of Software Research Associates, Inc.                                                                                                                             |                                      |
|               |                                                               | Apr. 2015                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | General Manager of the Global Business Strategy Office, Executive Officer of Software Research Associates, Inc.<br>Representative Director and President of SRA (Europe) B.V. (current position) |                                      |
|               |                                                               | May 2016                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Representative Director (CEO) of SRA AMERICA, INC. (current position)                                                                                                                            |                                      |
|               |                                                               | Oct. 2017                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Representative Director and President of Soft Road Apps DOO (current position)                                                                                                                   |                                      |
|               |                                                               | Apr. 2018                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | General Manager of Group Management Strategy Division, Executive Officer of Software Research Associates, Inc.<br>General Manager of Administration Division of the Company                      |                                      |
|               |                                                               | June 2018                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Director of Software Research Associates, Inc.                                                                                                                                                   |                                      |
|               |                                                               | June 2019                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Managing Executive Officer of the Company (current position)                                                                                                                                     |                                      |
|               |                                                               | July 2021                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Representative Director and President of Software Research Associates, Inc. (current position)                                                                                                   |                                      |
|               |                                                               | Apr. 2022                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Division Director of Group Management Strategy Headquarters of the Company (current position)                                                                                                    |                                      |
|               |                                                               | June 2024                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Director (current position)                                                                                                                                                                      |                                      |
|               |                                                               | <div>[Reason for nomination as a candidate for Director]</div> <div>Junji Hirata has specialized knowledge and extensive experience, having been engaged in executing business in the system development and corporate planning divisions of the Company Group for many years, and having served as Representative Director for many years at overseas subsidiaries in particular. He has served as a Managing Executive Officer of the Company since June 2019, as Representative Director and President of Software Research Associates, a major subsidiary, since July 2021, and as Director of the Company since June 2024. The Company expects him to use this experience to thoroughly fulfill the role as a Director in deciding on important matters and supervising the execution of management of the Group, and has thus re-nominated him as a candidate for Director.</div> |                                                                                                                                                                                                  |                                      |

| Candidate No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Name<br>(Date of birth)                                          | Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Number of the Company's shares owned |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|
| 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Hiroyuki Uchida<br>(June 12, 1958)<br><br><div>Re-election</div> | <p>Apr. 1982      Joined FUJITSU FANUC Ltd. (Currently FANUC Corporation)</p> <p>Jan. 1994      General Manager of Servo Laboratory 1</p> <p>June 1997      Director (Member of the Board), General Manager of Servo Laboratory</p> <p>Apr. 2001      Senior Vice President (Member of the Board), General Manager of Servo Laboratory</p> <p>Jun. 2006      Executive Vice President (Member of the Board), General Manager of Servo Laboratory</p> <p>Aug. 2009      Executive Vice President (Director), General Manager of FA and ROBOMACHINE Research and Sales</p> <p>Oct. 2013      Senior Executive Vice President (Representative Member of the Board) General Manager of ROBOMACHINE Business Division</p> <p>Jun. 2016      Senior Executive Vice President and CTO (Representative Member of the Board), General Manager of ROBOMACHINE Business Division</p> <p>Nov. 2021      Earned a doctorate in engineering from the Faculty of Engineering at the University of Tokyo</p> <p>Apr. 2023      Advisor to Software Research Associates, Inc.</p> <p>June 2023      Director of the Company (current position)</p> | – shares                             |
| <p>[Reason for nomination as a candidate for Director]</p> <p>Hiroyuki Uchida has specialist knowledge and extensive management experience, including having served as Representative Director and Vice President of FANUC Corporation, engaged in the execution of business of the FA-related technology development division for many years, and obtained a doctorate in engineering from a university. The Company expects him to use this experience to thoroughly fulfill the role as a Director in deciding on important matters and supervising the execution of management of the Group, and has thus nominated him as a candidate to continue as a Director.</p> |                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                      |



| Candidate No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Name<br>(Date of birth)                                                                                                                                                                          | Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Number of the Company's shares owned |
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| 5                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Masafumi Narikawa<br>(September 6, 1952)<br><br><div style="border: 1px solid black; padding: 2px; display: inline-block; text-align: center;"> Re-election<br/> Outside<br/> Independent </div> | Apr. 1976      Joined Tokyo Electric Power Company, Inc. (currently Tokyo Electric Power Company Holdings, Inc.)<br><br>Apr. 2002      General Manager of Construction Engineering Center, Construction Department<br><br>July 2008      Deputy General Manager of Sales Division of Tokyo Electric Power Environmental Engineering Co., Inc. (currently Tokyo Power Technology Ltd.)<br><br>June 2009      Director and General Manager of Sales Division<br><br>Sept. 2011      Managing Director<br><br>June 2015      Outside Director of the Company (current position) | 3,400 shares                         |
| [Reason for nomination as a candidate for outside Director and outline of their expected roles]<br>Masafumi Narikawa has served as Managing Director of a group company of Tokyo Electric Power Company, and has broad insight in the development of new business and extensive management experience. The company expects him to use this experience to thoroughly fulfill the role to enhance the corporate governance of the Company through monitoring and supervising the management of the Company from an independent standpoint, as well as providing management advice in general, including on the development of strategic businesses of the Company, has thus nominated him as a candidate to continue as an outside Director. In addition, if he is elected, he will be involved in the nomination of candidates for officer and decision on remuneration for officers of the Company as a member of the Nomination and Remuneration Committee from a neutral and objective standpoint. |                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                      |

| Candidate No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Name<br>(Date of birth)                                                                                                                                                  | Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Number of the Company's shares owned |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|
| 6                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Hiroataka Ohashi<br>(January 24, 1952)<br><br><div style="border: 1px solid black; padding: 2px; display: inline-block;"> Re-election<br/>Outside<br/>Independent </div> | Apr. 1974      Joined Mitsui Shipbuilding & Engineering Co., Ltd. (currently Mitsui E&S Co., Ltd.)<br>Mar. 1998      General Manager of Planning Project Department<br>July 2004      General Manager of Advanced Machinery Systems Department<br>Apr. 2005      General Manager of Clean Mechatronics Business Office<br>Apr. 2008      Assistant to General Manager of Machinery & Systems Business Division<br>Apr. 2009      General Manager of Business Planning Department, Business Development Division<br>Oct. 2010      Visiting Professor of Nagaoka University of Technology<br>June 2011      Administrative Officer of Mitsui Engineering & Shipbuilding Co., Ltd. (currently Mitsui E&S Co., Ltd.)<br>Deputy General Manager of Business Development Division<br>Nov. 2013      Administrative Officer and General Manager of Marine Business Promotion Department<br>June 2018      Senior Advisor of Mitsui E&S Systems Research Inc.<br>June 2019      Outside Director of the Company (current position) | - shares                             |
| [Reason for nomination as a candidate for outside Director and outline of their expected roles]<br>Hiroataka Ohashi has extensive experience and specialist knowledge, including having served as Administrative Officer of Mitsui Engineering & Shipbuilding Co., Ltd. (currently Mitsui E&S Co., Ltd.), has been engaged in executing business in the company-wide planning strategy and new business development divisions for many years, and has utilized his deep knowledge and skills in the mechatronics field to serve as a visiting professor at a university. The company expects him to use this experience to thoroughly fulfill the role to enhance the corporate governance of the Company through monitoring and supervising the management of the Company from an independent standpoint, as well as providing management advice in general, including on the development of strategic businesses of the Company, has thus nominated him as a candidate to continue as an outside Director. In addition, if he is elected, he will be involved in the nomination of candidates for officer and decision on remuneration for officers of the Company as a member of the Nomination and Remuneration Committee from a neutral and objective standpoint. |                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                      |

| Candidate No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Name<br>(Date of birth)                                                                                                 | Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Number of the Company's shares owned |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|
| 7                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Yutaka Fujiwara<br>(July 19, 1963)<br><br><div> <div>Re-election</div> <div>Outside</div> <div>Independent</div> </div> | <p>Apr. 1987      Joined Ministry of International Trade and Industry (currently Ministry of Economy, Trade and Industry)</p> <p>Apr. 1994      Ministry of Foreign Affairs, working at Embassy of Japan in Malaysia as Chief Secretary</p> <p>July 2004      Special Assistant to Director-General of Commerce and Information Policy Bureau of Ministry of Economy, Trade and Industry</p> <p>July 2006      Director of Environmental Economy Office of Industrial Science and Technology Policy and Environment Bureau</p> <p>July 2011      Director of Technology Promotion Division of Industrial Science and Technology Policy and Environment Bureau</p> <p>Apr. 2014      Deputy Director-General of Regional Revitalization Bureau of Cabinet Secretariat</p> <p>June 2016      Deputy Director-General of Headquarters for the Regional Revitalization of Cabinet Office</p> <p>July 2017      Deputy Director-General for Policy Coordination of Minister's Secretariat of Ministry of Economy, Trade and Industry</p> <p>Feb. 2020      Policy and Public Relations Advisor of Rakuten, Inc. (currently Rakuten Group, Inc.) (current position)<br/> Advisor of Frontier Management Inc. (current position)</p> <p>Jun. 2021      Outside Director of the Company (current position)</p> <p>Apr. 2022      Policy Advisor of Seven &amp; i Holdings Co., Ltd. (current position)</p> | - shares                             |
| <p>[Reason for nomination as a candidate for outside Director and outline of their expected roles]<br/> Yutaka Fujiwara has extensive experience and specialist knowledge, such as expertise in the planning and implementation of policies in the economic and industrial fields, particularly in institutional aspects through the establishment and revision of various systems, cultivated while serving as a government official, and extensive experience in the telecommunications field. Even after retirement, he has played a role in a general company, providing appropriate advice and guidance on management activities. The company expects him to use this experience to thoroughly fulfill the role to enhance the corporate governance of the Company through monitoring and supervising the management of the Company from an independent standpoint, as well as providing management advice in general, including on the development of strategic businesses of the Company, has thus nominated him as a candidate to continue as an outside Director. In addition, if he is elected, he will be involved in the nomination of candidates for officer and decision on remuneration for officers of the Company as a member of the Nomination and Remuneration Committee from a neutral and objective standpoint.</p> |                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                      |

| Candidate No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Name<br>(Date of birth)                                                                      | Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company                                                                                                                                                                                                                                                                                                                                               | Number of the Company's shares owned |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|
| 8                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <p>Yukina Fujimoto<br/>(January 24, 1963)</p> <p>Re-election<br/>Outside<br/>Independent</p> | <p>Apr. 1984      Joined BIGI. Co., Ltd.</p> <p>Apr. 1990      Joined Asaba Design Co. Ltd.</p> <p>Apr. 1996      Joined Technical International Co., Ltd.<br/>(currently Person's Co., Ltd.)</p> <p>May 2004      Joined Producer Associates Co. Ltd.<br/>(currently infusiondesign inc.) as a Branding Producer</p> <p>July 2008      Representative of tsumugi. (current position)</p> <p>June 2024      Outside Director of the Company (current position)</p> | – shares                             |
| <p>[Reason for nomination as a candidate for outside Director and outline of their expected roles]</p> <p>Yukina Fujimoto has extensive and broad specialist knowledge cultivated through many years of experience, such as being engaged in sales planning and consulting for many years, after which she launched her own consultancy company to effectively utilize her knowledge, and continues to provide consulting services to companies in various industries to this day. The company expects her to use this experience to thoroughly fulfill the role to enhance the corporate governance of the Company through monitoring and supervising the management of the Company from an independent standpoint, as well as providing management advice in general, including on the development of strategic businesses of the Company, has thus nominated her as a candidate to continue as an outside Director.</p> |                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                      |

| Candidate No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Name<br>(Date of birth)                                                       | Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Number of the Company's shares owned |
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| 9                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Izumi Okoshi<br>(April 29, 1964)<br><br>Re-election<br>Outside<br>Independent | <p>Oct. 1989      Joined INSTITUTE FOR SOCIAL ENGINEERING, INC.</p> <p>May 1995      Joined Warner Lambert Co. (currently Pfizer Japan Inc.)</p> <p>Jan. 1998      Joined DENTSU INC. (currently Dentsu Group Inc.)</p> <p>Jul. 2014      Senior Specialist and Full-time Director of Business Creation Center</p> <p>July 2016      Executive Business Creation Director of Business Creation Center</p> <p>Oct. 2017      Executive Business Creation Director of Business D&amp;A Division</p> <p>Jan. 2018      Executive Business Creation Director of Dentsu Innovation Initiative</p> <p>May 2019      Executive Planning Director of Data Technology Center</p> <p>Mar. 2020      Director and Member of the Audit and Supervisory Committee of Dentsu Group Inc.</p> <p>Apr. 2023      Executive Advisor</p> <p>Apr. 2024      Executive Officer of CHANGE Holdings, Inc. (current position)</p> <p>May 2024      Outside Director (Member of the Audit and Supervisory Committee) of TOHO CO., LTD. (current position)</p> <p>June 2024      Outside Director of Fuji Nihon Seito Corporation (currently Fuji Nihon Corporation) (current position)</p> <p>June 2024      Outside Director of the Company (current position)</p> | – shares                             |
| <p>[Reason for nomination as a candidate for outside Director and outline of their expected roles]<br/> Izumi Okoshi has served as a Director and Audit and Supervisory Committee Member of Dentsu Group Inc., and not only has extensive experience and broad specialist knowledge from engaging for many years in executing business of corporate planning, business reform, and operation from the point of view of enhancing corporate value, mainly in the solutions division, but also has knowledge of management audits. The company expects her to use this experience to thoroughly fulfill the role to enhance the corporate governance of the Company through monitoring and supervising the management of the Company from an independent standpoint, as well as providing management advice in general, including on the development of strategic businesses of the Company, has thus nominated her as a candidate to continue as an outside Director.</p> |                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                      |

- (Notes)
- There is no special interest between any of the candidates and the Company.
  - The number of the Company's shares owned by each candidate is the number of shares owned as of the end of the fiscal year under review (March 31, 2025).
  - Masafumi Narikawa, Hirotaka Ohashi, Yutaka Fujiwara, Yukina Fujimoto, and Izumi Okoshi are currently outside Directors of the Company, and at the conclusion of this meeting, their tenures as outside Director will have been ten years for Mr. Narikawa, six years for Mr. Ohashi, four years for Mr. Fujiwara, and one year for Ms. Fujimoto and Ms. Okoshi.
  - Masafumi Narikawa, Hirotaka Ohashi, Yutaka Fujiwara, Yukina Fujimoto, and Izumi Okoshi are not persons executing business for specified affiliated business operators or officers of the Company, and have not been persons executing business for specified affiliated business operators or officers of the Company within the past ten years.
  - Masafumi Narikawa, Hirotaka Ohashi, Yutaka Fujiwara, Yukina Fujimoto, and Izumi Okoshi will neither receive a large amount of money or other properties from the Company or an entity that has a specified relationship with the Company, nor have they done so during the last two years.
  - Masafumi Narikawa, Hirotaka Ohashi, Yutaka Fujiwara, Yukina Fujimoto, and Izumi Okoshi are neither the spouse of, nor are they relatives within three degrees related to, a business operator or an officer of the Company or an entity that has a specified relationship with the Company, nor are they in a position corresponding thereto.

7. Based on the following criteria, the Company proposes the election of these candidates for Director after taking knowledge, experience, ability, etc. into consideration.

Criteria for Nominating Director Candidates

- (1) Both inside and outside Directors
    - (i) A person with superior abilities in management decision-making, business execution and management supervision
    - (ii) A person with respect for legal compliance
  - (2) Specific to outside Directors
    - (i) A person who does not violate the criteria related to the independence of outside officers stipulated by the Company
    - (ii) A person with abundant experience and insight in their respective background
8. The Company has prescribed in the Articles of Incorporation that the Company may enter into an agreement with Directors (excluding those who are operating directors, etc.) to limit their liability for damages pursuant to Article 423, paragraph (1) of the Companies Act. Currently, the Company has entered into a limited liability agreement with candidates for outside Directors Masafumi Narikawa, Hirotaka Ohashi, Yutaka Fujiwara, Yukina Fujimoto, and Izumi Okoshi, and if they are re-elected, this agreement shall remain in effect.
- Pursuant to this agreement, the defined maximum amount of liability for damages, if they have acted in good faith and without gross negligence in performing their duties, the minimum liability amount provided for under Article 425, paragraph (1) of the Companies Act.
9. The Company has entered into a liability insurance contract for officers with insurance companies pursuant to the provisions of Article 430-3, paragraph (1) of the Companies Act to compensate damages that may be caused by responsibility assumed by the insured, including Directors of the Company for their execution of duties, and claims made related to pursuit of the said responsibility (however, excluding cases corresponding to certain excuses, such as damages caused by an illegal act committed knowingly). If candidates are elected and assume office as Director, they will become the insured of the said insurance contract. In addition, the Company plans to renew the said insurance contract with the same contents at the next renewal.
10. The Company has submitted notification to Tokyo Stock Exchange, Inc. that candidates for outside Director Masafumi Narikawa, Hirotaka Ohashi, Yutaka Fujiwara, Yukina Fujimoto, and Izumi Okoshi have been appointed as independent officers as prescribed by the aforementioned exchange. If the five candidates are re-elected, the Company plans for them to continue in their role as independent officers.
- The Company has set forth election criteria for the election of independent outside Directors based on the election criteria for independent officers released by the Japan Association of Corporate Directors. Regarding “a person who is not a Director, Audit & Supervisory Board Member, Executive Officer or employee of a major business partner of the Group,” which is an important criteria in particular within the election criteria, a “major business partner” is defined as a company whose payments to the Group or payments received from the SRA Group are 2% or more of consolidated net sales in the most recent fiscal year and the three years prior (i.e., the past four fiscal years including the most recent).
11. In February 2023, while Izumi Okoshi, a candidate for outside Director, was serving as a Director and Member of the Audit and Supervisory Committee of Dentsu Group Inc., an employee of a subsidiary of the Dentsu Group was criminally charged by the Japan Fair Trade Commission on suspicion of violating the Antimonopoly Act and indicted by the Tokyo District Public Prosecutors Office in connection with bidding business for test events at the Olympic and Paralympic Games Tokyo 2020. In addition, Dentsu Group was prosecuted as a corporation under the Dual Criminal Liability Provisions of the same Act. Izumi Okoshi was not aware of said conduct in advance, and has appropriately monitored and supervised the execution of business from the perspective of compliance, etc. with laws and regulations on a daily basis in the Board of Directors and the Audit and Supervisory Committee. Following discovery of said incident, efforts were focused on supervising the appropriateness and validity in relation to the internal investigation and the establishment of a third-party investigation committee, as well as tackling the transformation and fostering of the company culture, organizational culture and climate as an important issue at a global level.
12. The election criteria for independent outside Directors of the Company are published in the report related to corporate governance.
13. The Company has established a Nomination and Remuneration Committee as an advisory body to the Board of Directors. Masafumi Narikawa, a candidate for outside Director, serves as the chairperson of this committee.

(Reference)

If Proposal 2 is approved at this General Meeting of Shareholders, Skill Matrix of members of the Board of Directors and the Audit & Supervisory Board shall be as follows.

| Name                                       |                      | Expertise Possessed by Members of<br>the Board of Directors and the Audit & Supervisory Board |                    |                      |                                   |               |                            |                         |
|--------------------------------------------|----------------------|-----------------------------------------------------------------------------------------------|--------------------|----------------------|-----------------------------------|---------------|----------------------------|-------------------------|
|                                            |                      | Corporate<br>Management                                                                       | Sales<br>Marketing | Business<br>Creation | Industrial<br>Knowledge and<br>IT | International | Finances and<br>Accounting | Legal and<br>Governance |
| Directors                                  | Toru<br>Kashima      | ●                                                                                             | ●                  | ●                    | ●                                 | ●             |                            | ●                       |
|                                            | Katsumi<br>Ohkuma    | ●                                                                                             | ●                  | ●                    | ●                                 |               |                            |                         |
|                                            | Junji Hirata         | ●                                                                                             | ●                  | ●                    | ●                                 | ●             |                            |                         |
|                                            | Hiroyuki<br>Uchida   | ●                                                                                             | ●                  | ●                    | ●                                 | ●             |                            | ●                       |
|                                            | Masafumi<br>Narikawa | ●                                                                                             | ●                  | ●                    |                                   | ●             |                            |                         |
|                                            | Hiroataka<br>Ohashi  |                                                                                               | ●                  | ●                    | ●                                 | ●             |                            |                         |
|                                            | Yutaka<br>Fujiwara   | ●                                                                                             |                    | ●                    | ●                                 | ●             | ●                          | ●                       |
|                                            | Yukina<br>Fujimoto   |                                                                                               | ●                  | ●                    |                                   |               |                            |                         |
|                                            | Izumi<br>Okoshi      | ●                                                                                             | ●                  | ●                    | ●                                 | ●             | ●                          |                         |
| Audit &<br>Supervisory<br>Board<br>Members | Sadafumi<br>Yamagiwa | ●                                                                                             | ●                  | ●                    |                                   |               | ●                          |                         |
|                                            | Katsumi<br>Kitamura  | ●                                                                                             |                    | ●                    |                                   |               |                            | ●                       |
|                                            | Takahiro<br>Ueno     | ●                                                                                             | ●                  | ●                    | ●                                 | ●             |                            | ●                       |

(Note) The list above does not represent all knowledge and experience possessed by each Director.

### Proposal No. 3 Election of One Substitute Audit & Supervisory Board Member

The Company proposes the election of one substitute Audit & Supervisory Board Member to be ready to fill a vacant position should the number of Audit & Supervisory Board Members fall below the number required by laws and regulations.

Moreover, the selection of the candidate for substitute Audit & Supervisory Board Member has been decided through voluntary deliberation and report by the Nomination and Remuneration Committee, whose chairperson and a majority of committee members are independent outside Directors.

In addition, the consent of the Audit & Supervisory Board has been obtained for this proposal.

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

| Name<br>(Date of birth)             | Career summary and position in the Company, and significant<br>concurrent positions outside the Company                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Number of the<br>Company's<br>shares owned |
|-------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|
| Shigeru Yoshimura<br>(July 5, 1954) | <p>Apr. 1977      Joined Mitsubishi Trust and Banking Corporation<br/>(currently Mitsubishi UFJ Trust and Banking Corporation)</p> <p>Feb. 2006      General Manager of Nagoya Branch</p> <p>Oct. 2007      Executive Officer and General Manager of SS<br/>Konan Business Division of DM Information<br/>System Co., Ltd. (currently IBM Japan Digital<br/>Services Company)</p> <p>Nov. 2008      General Manager of Finance Department,<br/>Administration Division of the Company<br/><br/>General Manager of Finance Department, Corporate<br/>Administration Division of Software Research<br/>Associates, Inc.</p> <p>Apr. 2010      General Manager of Audit Office of the Company<br/>(current position)</p> | 500 shares                                 |

- (Notes)
1. There is no special interest between the candidate and the Company.
  2. The number of the Company's shares owned by the candidate is the number of shares owned as of the end of the fiscal year under review (March 31, 2025).
  3. Shigeru Yoshimura has been engaged in internal operations as General Manager of the Finance Department since joining the Company, then in auditing as General Manager of the Audit Office.  
The Company deems him capable of performing his duties as a corporate auditor of the Company adequately based on his knowledge and experience, and has thus nominated him as a candidate for substitute Audit & Supervisory Board Member. Prior to assuming office as Audit & Supervisory Board Member, Shigeru Yoshimura will retire from the Company and Software Research Associates, Inc.
  4. If Shigeru Yoshimura assumes the position of Auditor, the Company plans to enter into a contract with him limiting his liability for damages under Article 423, paragraph (1) of the Companies Act, based on the provisions of Article 427, paragraph 1 of the same Act.  
Pursuant to this agreement, the defined maximum amount of liability for damages, if he has acted in good faith and without gross negligence in performing his duties, is the minimum liability amount provided for under Article 425, paragraph (1) of the Companies Act.
  5. The Company has entered into a liability insurance contract for officers with insurance companies pursuant to the provisions of Article 430-3, paragraph (1) of the Companies Act. If the candidate is elected and assumes office as Audit & Supervisory Board Member, he will be included as an insured in the said insurance contract. The summary for the insurance contract is as stated in Note 9 of the aforementioned Proposal 2 "Election of Nine Directors."