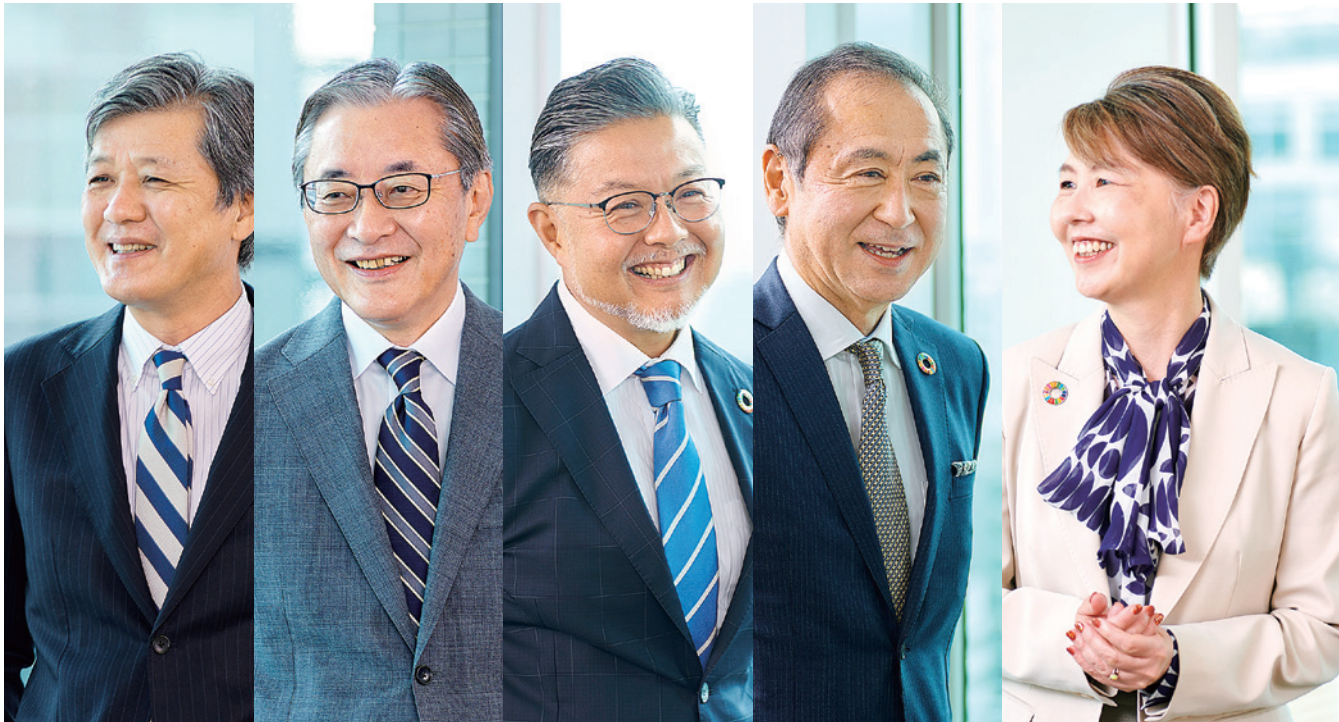


Board of Directors As of September 29, 2021



Noriaki Ishizuka

President and Representative Director, the Company

1982 Apr. Joined the Company
2006 Jun. Director and Deputy General Manager, Sales Group
2008 Apr. Director and Unit Director, Business Solutions Unit
2009 Apr. Director and General Manager, Sales Group
2011 Apr. Director and General Manager, DCG and Services Business Group
2013 Apr. Executive Director
2013 Oct. President and Representative Director, INTAGE Inc.
2015 Jun. Director
2017 Jun. Representative Director and Executive Vice President
2019 Apr. President and Representative Director (current position)

Kenji Ikeya

Director and CFO in charge of Internal Controls, the Company

1980 Apr. Joined The Saitama Bank, Ltd.
2010 Aug. Joined the Company
2011 Oct. General Manager, Corporate Management Division, the Company
2013 Apr. Executive Officer and General Manager, Finance & Investor Relations Division
2014 Apr. Executive Officer in charge of Finance & Investor Relations Division
2014 Oct. Executive Officer in charge of Finance & Investor Relations Division and General Manager, Corporate Administration Office
2015 Apr. Executive Officer in charge of Finance & Investor Relations Division and General Manager, President's Office
2015 Jun. Senior Executive Officer in charge of Finance, General Manager, President's Office In charge of Crisis Management Committee, Internal Control Committee
2016 Apr. Senior Executive Officer in charge of Corporate Finance Division, President's Office, Internal Control and Risk Management Division, Crisis Management Committee, Internal Control Committee
2016 Jun. Director and CFO, in charge of Internal Controls (current position)
2019 Apr. Corporate Auditor, INTAGE Healthcare Inc.

Yoshiya Nishi

Director and Chief Workstyle Officer in charge of Group Healthcare Business and promoting workstyle reform

1992 Jun. Joined Social Survey Research Information Co., Ltd.
1994 Dec. Director, TM Marketing Inc. (in 2010, changed trade name to ANTERIO Inc.)
2005 Jan. Vice President and Representative Director, TM Marketing Inc.
2007 Mar. President and Representative Director, TM Marketing Inc.
2014 Jul. Executive Officer in charge of Group Healthcare Solution, the Company
2015 Apr. Executive Officer in charge of Group Healthcare Business
2015 May. Director, ASKLEP Inc.
2016 Jun. Director in charge of Group Healthcare Business
2017 Apr. Director in charge of Group Healthcare Business and responsible for promoting workstyle reform (current position)
2019 Apr. President and Representative Director, INTAGE Healthcare Inc.
2019 Jun. Director and Chief Workstyle Officer in charge of Group Healthcare Business and promoting workstyle reform

Kiyomi Miyauchi

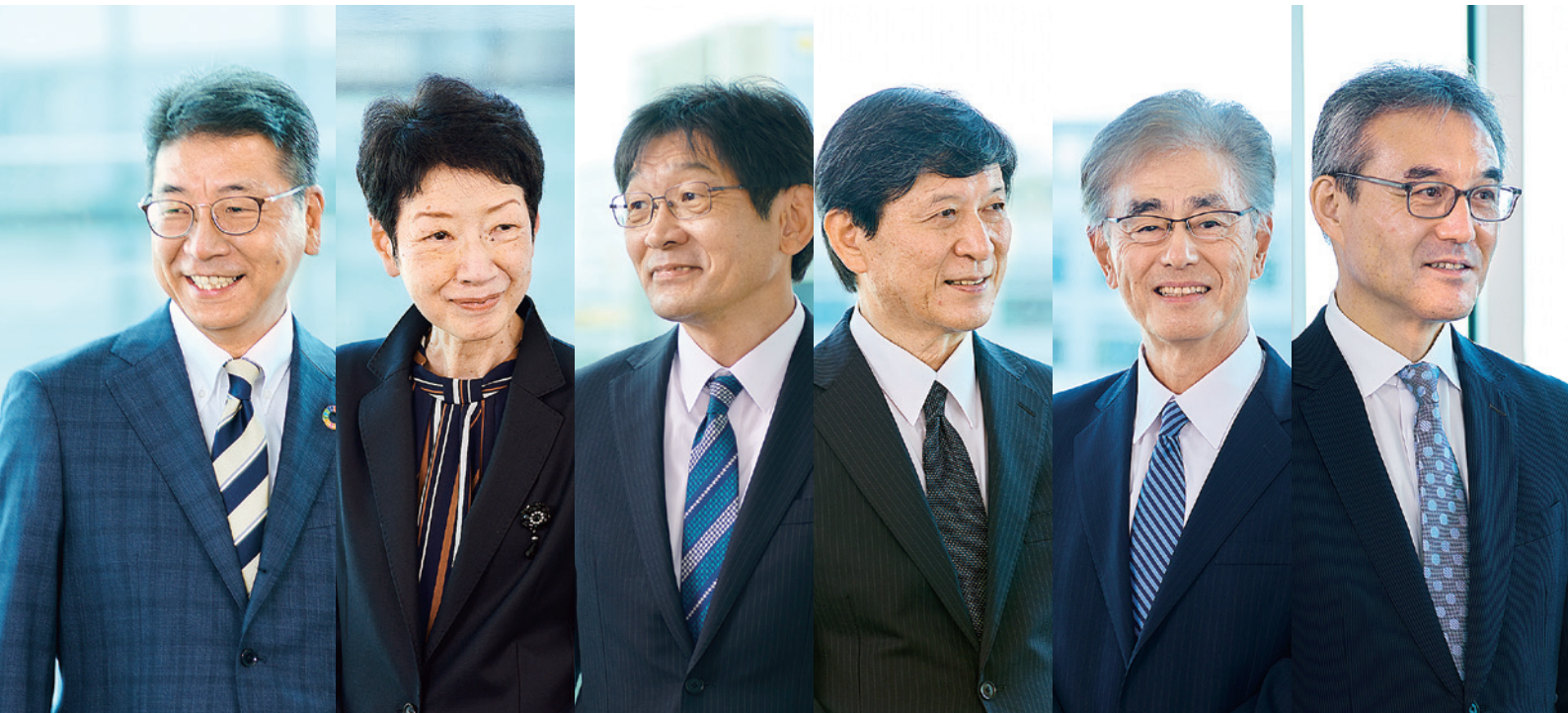
Director in charge of Marketing Support (Consumer Goods and Services), Overseas Business and Chief Senior Director of Overseas Business

1983 Apr. Joined the Company
2005 Apr. General Manager, Global Research Division, Solution Group
2007 Oct. General Manager, Sales Division IX, Sales Group
2008 Jul. CEO, INTAGE (Thailand) Co., Ltd. (current position)
2014 Apr. Executive Officer in charge of Overseas Business, ASEAN and India Representative, INTAGE Holdings Inc. Regional Office (current position)
2015 Jan. Executive Officer in charge of Group Overseas Business
2015 Jun. Senior Executive Officer in charge of Group Overseas Business
2016 Apr. Senior Executive Officer and Chief Senior Director of Overseas Business in charge of Group Overseas Business
2017 Jun. Director and Chief Senior Director of Overseas Business in charge of Group Overseas Business
2019 Jun. Director in charge of Marketing Support (Consumer Goods and Services) and Overseas Business (current position), Chief Senior Director of Overseas Business

Ayumi Higaki

Senior Executive Officer in charge of Marketing Support (Consumer Goods and Services), Domestic Business

1988 Apr. Joined KAGOME CO., LTD.
1995 Oct. Joined the Company
2007 Apr. General Manager, Marketing Solution Division, Marketing Solution Unit
2013 Apr. Executive Officer and General Manager, Marketing Innovation Group
2014 Jul. Executive Officer in charge of Group Marketing Solution
2015 Jul. Senior Executive Officer in charge of Group Business Strategy
2016 Apr. Director, INTAGE TECHNOSPHERE Inc.
2016 Apr. Director, INTAGE Inc.
2019 Apr. Senior Executive Officer in charge of Marketing Support (Consumer Goods and Services) Domestic Business (current position) President and Representative Director, INTAGE Inc. (current position)
2019 Jun. Senior Executive Officer in charge of Marketing Support (Consumer Goods and Services) Domestic Business (current position)



Masaru Ohtakeguchi

Director in charge of Corporate Planning

Shizue Kishi

Outside Director, the Company

Independent Director

Takashi Inoue

Director serving as Audit & Supervisory Committee Member (Full-time Audit & Supervisory Committee Member), the Company

Hajime Nakajima

Outside Director serving as Audit & Supervisory Committee Member, the Company

Independent Director

Yuzo Miyama

Outside Director serving as Audit & Supervisory Committee Member, the Company

Independent Director

Shizuo Kashima

Outside Director serving as Audit & Supervisory Committee Member, the Company

Independent Director

1985 Apr. Joined the Company
 2013 Apr. Executive Officer and General Manager, DCG and Services Business Group
 2014 Apr. President and Representative Director, DOCOMO InsightMarketing, Inc.
 2016 Apr. Director, INTAGE Inc.
 2019 Apr. Senior Executive Officer in charge of Corporate Planning
 2020 Sep. Director in charge of Corporate Planning (current position)

1983 Apr. Full-time Instructor, Faculty of Commerce, Nagoya University of Commerce & Business
 1988 Mar. Assistant Professor, Faculty of Economics, Nagoya City University
 1996 Apr. Professor, Faculty of Economics, Nagoya City University
 1998 Apr. Professor, Faculty of Business Administration, Tokyo Keizai University (current position)
 1998 Oct. Executive Director, Japan Academy of Advertising (current position)
 2010 Oct. Chairperson, Japan Academy of Advertising
 2014 Apr. Dean, Faculty of Business Administration, Tokyo Keizai University
 2015 Jun. Outside Director, the Company
 2016 Jun. Outside Director serving as Audit & Supervisory Committee Member
 2017 Jun. Outside Director (current position)
 2018 Apr. Director and Vice President, Tokyo Keizai University (current position)

1981 Apr. Joined the Company
 2002 Apr. General Manager, Field Network Division, INTAGE RESEARCH Inc.
 2006 May Director, INTAGE RESEARCH Inc.
 2008 Apr. President and Representative Director, INTAGE RESEARCH Inc. (current position)
 2020 Jul. Senior Executive
 2020 Aug. Corporate Auditor, INTAGE Inc. (current position)
 2020 Sep. Outside Director serving as Audit & Supervisory Committee Member (current position)

1986 Apr. Appointed as judge
 1997 Apr. Judge, Tokyo District Court
 2002 Apr. General Manager, Administrative Bureau, Secretarial Training Institute, Supreme Court
 2004 Apr. General Manager of Training, Comprehensive Training Institute for Court Staff
 2005 Apr. Judge, Tokyo High Court
 2007 Apr. Professor, Toin Law School
 2007 Jun. Registered as an Attorney
 2014 Jun. Substitute Corporate Auditor, the Company
 2015 Jun. Outside Corporate Auditor
 2016 Jun. Outside Director serving as Audit & Supervisory Committee Member (current position)
 2021 Apr. Guest Professor, Faculty of Law, Toin University of Yokohama (current position)

1983 Apr. Registered as lawyer (Daiichi Tokyo BAR Association)
 1986 Sep. Established YUZO MIYAMA LAW OFFICE
 2001 Jul. Representative, MIYAMA LAW OFFICE (current position)
 2007 Apr. Outside Director, Ai Holdings Corporation (current position)
 2016 May Member of the independent committee, the Company
 2017 Jun. Outside Director serving as Audit & Supervisory Committee Member (current position)

1982 Mar. Joined Arthur Young & Company, Tokyo Office
 1985 Mar. Registered as Certified Public Accountant
 1987 Jun. Transferred to International Business Department of Asahi Shinwa Kaikeisha Audit Firm due to the integration of Arthur Young & Company and Asahi Shinwa Kaikeisha Audit Firm
 1992 Oct. Established Kashima Certified Public Accountant Office
 1992 Dec. Registered as Certified Tax Accountant; Established Kashima Certified Tax Accountant Office; Head, Kashima Certified Tax Accountant Office (current position)
 2002 Mar. Representative Director, Horwath Japan Corporation (currently Minato Trust Corporation) (current position)
 2002 Sep. Established Kashima & Komiyama Certified Public Accountant Office; Representative Certified Public Accountant, Kashima & Komiyama Certified Public Accountant Office (current position)
 2008 Dec. Corporate Auditor, MIKI TOURIST CO., LTD. (current position)
 2010 Apr. Corporate Certified Public Accountant, the Company (up to March 2018)
 2018 Mar. Relieved as Corporate Certified Public Accountant, the Company
 2018 Jun. Outside Director serving as Audit & Supervisory Committee Member (current position)