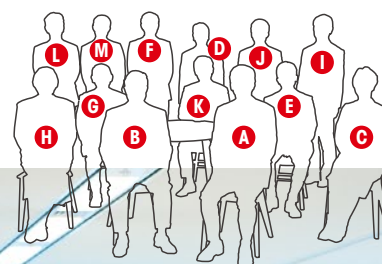


Board of directors

(as of the end of January 2024)



A Noriaki Ishizuka President and Representative Director

Month and Year	Career Summary
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
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)

B Yoshiya Nishi Representative Director and Executive Vice President in charge of Marketing Support (Consumer Goods and Services) Overseas Business, Chief Senior Director of Overseas Business and Special Missions

Month and Year	Career Summary
1992 Jun.	Joined Social Survey Research Information Co., Ltd.
1994 Dec.	Director, TM Marketing Inc. (now INTAGE Healthcare Inc.)
2005 Jan.	Vice President, TM Marketing Inc.
2007 Mar.	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
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
2019 Apr.	President and Representative Director, INTAGE Healthcare Inc.
Jun.	Director and Chief Workstyle Officer in charge of Group Healthcare Business
2023 Jul.	Director, Chief Workstyle Officer (CWO) in charge of Special Missions, the Company
	Director, INTAGE Healthcare Inc. (current position)
Sep.	Representative Director and Executive Vice President in charge of Marketing Support (Consumer Goods and Services) and Overseas Business, Chief Senior Director of Overseas Business and Special Missions (current position)

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

Month and Year	Career Summary
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 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 President and Representative Director, INTAGE Inc. (current position)
Jun.	Senior Executive Officer in charge of Marketing Support (Consumer Goods and Services) Domestic Business (current position)

D Masaru Ohtakeguchi Director In charge of Corporate Planning, Human Resource Planning and Affiliated Companies

Month and Year	Career Summary
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
2023 Sep.	Director in charge of Corporate Planning, Human Resource Planning and Affiliated Companies (current position)

E Toru Takeuchi Director, CFO in charge of internal controls

Month and Year	Career Summary
1987 Apr.	Joined Saitama Bank, Ltd. (currently Saitama Resona Bank, Limited)
2017 Oct.	Joined the Company General Manager, Finance Division
2018 Apr.	General Manager, Finance Division and Internal Control Division
2019 Apr.	General Manager, Corporate Management Division
2020 Jul.	Executive Officer and General Manager, Corporate Management Division Corporate Auditor, INTAGE Healthcare Inc. (current position)
2022 Sep.	Director, CFO and General Manager of Corporate Management Division in charge of Internal Controls
2023 Jan.	Director, CFO in charge of internal controls (current position)

F Hideki Ishibashi Director

Month and Year	Career Summary
1993 Apr.	Joined DENTSU INC.
2011 Apr.	Full-time Manager, Business Section II, Platform Business Department, DENTSU INC.
2014 Jul.	Seconded to NTT DOCOMO, INC. Strategy General Manager, Promotion Division, NTT DOCOMO, INC. Returned to DENTSU INC.
2017 Apr.	Assistant Director and General Manager, Project Promotion Section, Business Planning Department, DENTSU INC.
2018 Jul.	Director, Dentsu Innovation Initiative, DENTSU INC.
2021 Dec.	Joined NTT DOCOMO, INC. Deputy General Manager, Marketing Media Division; Deputy General Manager, Wallet Business Division; Deputy General Manager, Partner Business Promotion Division, NTT DOCOMO, INC.
2022 Jul.	General Manager, Marketing Innovation Division, NTT DOCOMO, INC. (current position) Director, DOCOMO InsightMarketing, INC. (current position)
2023 Dec.	Director, the Company (current position)

G Atsuhiko Imai Outside Director Independent Director

Month and Year	Career Summary
1983 Apr.	Joined Kyowa Bank, Ltd. (currently Resona Bank, Ltd.)
2013 Apr.	Joined Inageya Co., Ltd. General Manager, Group Business Administration Office and Quality Control Office
2016 Jun.	Director, in charge of IR and General Manager, Administration Division, Inageya
2019 Jan.	Joined Hoosiers Holdings Co., Ltd.
Apr.	General Manager, Risk Management Department and Manager, Internal Audit Office, Hoosiers Holdings Co., Ltd.
2021 Jun.	Full-time Corporate Auditor, Hoosiers Holdings Co., Ltd.
2022 Jun.	Director and Audit & Supervisory Committee Member, Hoosiers Holdings (current position)
Sep.	Director, the Company (current position)

H Hiroko Watanabe Outside Director Independent Director

Month and Year	Career Summary
2006 Jun.	President, GE Healthcare Bioscience Corporation
2009 Aug.	Director, GE Healthcare Japan Corporation
2016 Mar.	President, AccuRna Co., Ltd. President, Braizon Therapeutics, Inc.
2017 Apr.	Senior Director, Corporate Marketing & Business Development, Thermo Fisher Scientific K.K.
2018 Jun.	Outside Corporate Auditor, HanaVax Inc. (current position)
2019 May	Vice President, OncoTherapy Science, Inc.
2022 Sep.	Director, the Company (current position)

I Toshio Odagiri Director Full-time Audit & Supervisory Committee Member

Month and Year	Career Summary
1984 Apr.	Joined the Company
2002 Apr.	General Manager, Social Development Division, the Company
2016 Apr.	Executive Officer in charge of Corporate Planning Division and Incubation Promotion Division
2019 Apr.	Director, INTAGE Healthcare Inc.
2020 Jul.	President and Representative Director, INTAGE RESEARCH Inc.
2022 Jul.	Senior Executive, the Company
2022 Sep.	Director serving as Audit & Supervisory Committee Member (Full-time Audit & Supervisory Committee Member) (current position)

J Satoshi Nagai Director Audit & Supervisory Committee Member

Month and Year	Career Summary
1995 Apr.	Joined NTT Hokkaido Mobile Communication Network, Inc. (currently NTT DOCOMO, INC.)
2018 Jul.	Agent Sales Office General Manager, NTT DOCOMO, INC.
2019 Jul.	Business Planning General Manager, Group Business Promotion Division, NTT DOCOMO, INC. (current position)
2023 Dec.	Director serving as Audit & Supervisory Committee Member (current position)

Outside Director

Audit & Supervisory Committee Member

K Hajime Nakajima Independent Director

Month and Year	Career Summary
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)
2017 Jun.	Outside Director, Toyo Sugar Refining Co., Ltd.
2021 Apr.	Guest Professor, Faculty of Law, Toin University of Yokohama (current position)

Outside Director

Audit & Supervisory Committee Member

Independent Director

L Yuzo Miyama Independent Director

Month and Year	Career Summary
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)

Outside Director

Audit & Supervisory Committee Member

Independent Director

M Shizuo Kashima Independent Director

Month and Year	Career Summary
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 & Komiya Certified Public Accountant Office; Representative Certified Public Accountant, Kashima & Komiya Certified Public Accountant Office (current position)
2008 Dec.	Corporate Auditor, MIKI TOURIST CO., LTD.
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)