

Policies and procedures for the appointment of the senior managers and nomination of the director candidates

The Nomination Committee consisting of a majority of Independent External Directors appoints the nomination of the director candidates and submits the contents to the ordinary general meeting of shareholders as a proposal. For such appointment, in particular with Independent External Directors, the Group finds candidates from a wide range of pools with the cooperation of executive search companies and others. The standards for the appointment are as follows. On the appointments of directors based on the standards, the company aims to have a well-balanced level of expertise as defined in Clause 7 in the board of directors as a whole, and diversity in terms of gender, internationality, work experience, and age.

[Personality, Insight, leadership]

1. Being a person of good character and high ethical standards.
2. Upholding and promoting compliance with laws and regulations.
3. Being fit to hold office and able to fulfil the duties required.
4. Possessing excellent business acumen and the ability to make judgements objectively.
5. Having abundant leadership experience and being team orientated.

[No material interest]

6. Having no personal interest or business relationship that might affect management decisions in our Group's business areas. ("Criteria of Independency for an External Director" is defined separately at:)

[Skill/Expertise]

7. Having broad business experience globally or multi-nationally and/or such specialized knowledge in market, technology, accounting, law, talent development, or other specific fields that are necessary or desirable for directors based on the current situation of the group, strategies, etc.

[Commitment]

8. Being the person who agrees with the philosophy and basic stance set forth in "NSG Group Corporate Governance Guidelines" and "Board of Directors Charter" and can be expected to perform his/her duties accordingly.
9. Having sufficient time to participate in meetings of the Board and the Committees of which he/she would be a member and being qualified to fulfil the duties as a member of one of any three committees on which he/she would sit: Nomination Committee, Audit Committee or Compensation Committee.

Each Executive Officer (EO or *Shikkou-Yaku*) (collectively referred to as "Executive Management") is appointed by resolution of the Board, as well as being assigned the specific executive or senior positions and responsibilities within the Group such as CEO, COO, CFO and head of business/function which will usually be associated with either the title of EO accordingly. The Nomination Committee provides recommendation and/or advice to the Board on such appointments and/or assignments on the basis of its expertise.

Prior to the appointment and/or assignment of each candidate, a comprehensive review of the candidate's proven performance to date, potential caliber as a leader, and commitment to the Group's future direction, Values & Principles like "Our Vision" and communications with Stakeholders and Competencies is completed.

The term of office of Executive Officers is one year. Election or re-election of all Executive Officers shall be reviewed annually. As regards the other senior management, individual performance reviews will also be carried out annually within the appraisal process.

The Group, as a global company, recognizes that we face retention risks with management talent. The Group aims to minimize such risks through the annual review of succession plans implementing talent development activities in a planned manner and offering challenging career development opportunities.

Explanations with respect to the individual appointments and nominations based on the above as at the #158 Ordinary General Meeting organized in June 2024.

Mr. Hiroshi Ishino, Independent External Director

Mr. Hiroshi Ishino has been elected as an External Director of the Company since July 2020. He was in charge of overseas operations at a major trading company, and since then has been promoting the Group's global strategy as president and CEO of a major international manufacturer. It is expected that he will contribute to the supervisory function of the Board including in overseeing performance of Executive Officers from an independent and objective standpoint as well as based upon his abundant management experiences in global companies as top management and broad knowledge and perspectives with regard to business transformation and business management from manufacturing to sales. Mr. Munehiro Hosonuma, Representative Executive Officer, President and CEO
After having worked for a leading Japanese design office and a major international management consulting company, Mr. Munehiro Hosonuma joined a major international

manufacturer, held important positions in the business division, and then joined NSG in August 2018. After holding important positions of the Group such as Chief Corporate Planning Officer and Head of Architectural Glass SBU, he was appointed Representative Executive Officer, Vice President and COO in April 2022 and he had experiences to lead the whole Group business. Based upon such ample experiences and delivery of results, he was appointed Representative Executive Officer, President and CEO in April 2023 and since then, has taken leadership in the whole Group business. He was also appointed Director in June 2022. It is expected that he will contribute to the decision-making function of the Board based upon such ample experiences and achievements in business strategy and business operations.

Dr. Jörg Raupach Sumiya, Independent External Director

Dr. Jörg Raupach Sumiya has been elected as an External Director of the Company since June 2019. He has international experience in the field of both business and academia, and is currently a professor at the college of business administration, Ritsumeikan University, one of the Japanese private universities. He is conducting research activities mainly on renewable energy and regional economy. It is expected that he should continue to contribute to the supervisory function of the Board including in overseeing performance of Executive Officers from an independent and objective standpoint as well as based upon his abundant management experiences in global companies and broad knowledge on ESG and portfolio-management and perspectives with regard to an academic expert and business management.

Mr. Kunihiro Minakawa, Independent External Director

Mr. Kunihiro Minakawa has been elected as an External Director of the Company since July 2020. He was a Managing Executive Officer and an Audit & Supervisory Board Member at a major international manufacturer, and he is currently serving as Financial Services Agency Certified Public Accountants and Auditing Oversight Board Commissioner. He has global experience, a wide range of insights and practical experience in finance and auditing. It is expected that he will contribute to the supervisory function of the Board including in overseeing performance of Executive Officers from an independent and objective standpoint as well as based upon his abundant management experiences in global companies and broad knowledge and perspectives with regard to business management and professional expertise on finance and accounting.

Mr. Shinji Asatsuma, Independent External Director

Mr. Shinji Asatsuma has been elected as an External Director of the Company since June 2022. He was in charge of accounting, finance, business strategy and overseas operations in a major international manufacturer and as a Director and Senior Executive Officer, he is in charge of the overall management division, and has promoted the formulation of business strategies and overseas business expansion. It is expected that he will contribute to the supervisory function of the Board including in overseeing the performance of Executive Officers from an independent and objective standpoint as well as based upon his abundant management experiences in global companies and broad knowledge and perspectives with regard to finance, accounting and risk management.

Ms. Eriko Sakurai, Independent External Director

Ms. Eriko Sakurai has been elected as an External Director of the Company since June 2023. She held important positions in marketing, operating, and corporate management at a major US manufacturer that is expanding its business globally, and since then, she has promoted business development and business transformation as the top management of its Japanese subsidiary for many years. In addition, she has supervised the management of major manufacturers and a financial institution as an external director. It is expected that she will contribute to the supervisory function of the Board including in overseeing the performance of Executive Officers from an independent and objective standpoint as well as based upon her abundant management experiences as an international business executive and broad knowledge including sustainability promotion.

Executive Officers

In addition, each member of Executive Management including Executive Officers, namely, Munehiro Hosonuma was elected and appointed Representative Executive Officer by the Board which had considered their proven performance to date, potential caliber as a leader, and commitment to the Group's future direction, Management Principles and Competencies as well as the recommendations or advices thereon from the Nomination Committee. Shigeki Mori was elected and appointed Executive Officer Kaicho by the Board, in a manner as asked by CEO, support or promote external stakeholder relationship or affairs of significance. Likewise, considering the above factors comprehensively, and making the head of each business division of the Group and the head of a certain function division to be an Executive Officer with a more legal position and clear responsibility in order to strengthen the execution system, Leopoldo Garces Castiella, Koichi Hiyoshi, Hisashi Okamoto, Akihito Okochi and Rob Purcell as Senior Executive Officer, and Mike Greenall, Denise Haylor, Masaki Kambayashi, Michael Kiefer, Shiro Kobayashi, Yohei Nakatsuji and Iain Smith as

Executive Officer, are appointed by resolution of the Board of Directors based on recommendations or advice from the Nomination Committee.