Management TEAM

◆Number of shares of the company held (As of April 30, 2026) ◆Board of Directors Attendance Record (FY2025)

Inside Directors



Shusaku Tsuhara
Director and Chairman

◆ Number of shares of the company held: 110,600 shares
◆ Years Served as Director: 7 years
◆ Board of Directors Attendance Record: 15/15 (100%)

April 2010 Executive Officer, General Manager and Executive Secretariat of Mizuho Financial Group, Inc.
April 2012 Managing Executive Officer of Mizuho Bank, Ltd.
April 2015 Senior Managing Executive Officer of Mizuho Financial Group, Inc.
June 2015 Member of the Board of Directors, Senior Managing Executive Officer of Mizuho Financial Group, Inc.
April 2017 Deputy President, Deputy President & Executive Officer of Mizuho Bank, Ltd.
April 2019 Deputy President Executive Officer of the company
June 2019 Deputy President, Deputy President Executive Officer of the company
June 2020 President and CEO of the company
April 2023 Director and Chairman, Chairman of the Board of the company (current position)



Akira Nakamura
President and CEO, Representative Director

◆ Number of shares of the company held: 110,800 shares
◆ Years Served as Director: 5 years
◆ Board of Directors Attendance Record: 15/15 (100%)

April 2013 Executive Officer and General Manager of Corporate Banking Coordination Division (Large Corporations) of Mizuho Financial Group, Inc.
April 2015 Managing Executive Officer of Mizuho Securities Co., Ltd.
April 2016 Managing Executive Officer of Mizuho Financial Group, Inc.
April 2018 Senior Managing Executive Officer and Head of Corporate & Institutional Company of Mizuho Financial Group, Inc.
April 2019 Deputy President, Executive Officer and Head of Corporate & Institutional Division of Mizuho Bank, Ltd.
April 2020 Deputy President Executive Officer and CRO of the company
April 2021 Deputy President Executive Officer and CFO of the company
June 2021 Deputy President, Deputy President Executive Officer and CFO of the company
April 2022 Deputy President, Deputy President Executive Officer of the company
April 2023 President and CEO of the company (current position)



Hiroshi Nakamine
Deputy President, Representative Director

◆ Number of shares of the company held: 63,000 shares
◆ Years Served as Director: 4 years
◆ Board of Directors Attendance Record: 15/15 (100%)

July 2011 General Manager of Aoyama Branch Division II of Mizuho Bank, Ltd.
April 2014 General Manager of Corporate Banking Division No. 13 of Mizuho Bank, Ltd.
April 2016 Executive Officer, Joint Head of Europe, Middle East and Africa of Mizuho Bank, Ltd.
April 2017 Managing Executive Officer, Head of Europe, Middle East and Africa of Mizuho Financial Group, Inc.
May 2020 Senior Managing Executive Officer, Head of Global Corporate Company and Deputy Head of Global Products Unit of Mizuho Financial Group, Inc.
April 2021 Senior Managing Executive Officer and CRO of the company
April 2022 Senior Managing Executive Officer and CFO of the company
June 2022 Senior Managing Director, Senior Managing Executive Officer and CFO of the company
April 2023 Deputy President, Deputy President Executive Officer of the company (current position)



Mutsumi Ishizuki
Deputy President

◆ Number of shares of the company held: 22,500 shares
◆ Years Served as Director: 2 years
◆ Board of Directors Attendance Record: 15/15 (100%)

April 1981 Joined Marubeni Corporation
April 2012 Executive Officer, Chief Operating Officer of Metals & Mineral Resources Division of Marubeni Corporation
April 2014 Managing Executive Officer, Chief Operating Officer of Metals & Mineral Resources Division II of Marubeni Corporation
April 2015 Managing Executive Officer, Chief Operating Officer of Metals & Mineral Resources Division of Marubeni Corporation
April 2018 Managing Executive Officer, Regional CEO for Europe & CIS, Regional COO for Europe of Marubeni Corporation, Managing Director and CEO of Marubeni Europe plc
June 2020 Senior Managing Executive Officer, Member of the Board, CAO of Marubeni Corporation
June 2022 Senior Managing Executive Officer, CAO of Marubeni Corporation
April 2024 Retired from Marubeni Corporation
June 2024 Deputy President, Deputy President Executive Officer of the company (current position)



Masahiko Abe
Deputy President

◆ Number of shares of the company held: 39,100 shares
◆ Years Served as Director: 2 years
◆ Board of Directors Attendance Record: 15/15 (100%)

July 2013 General Manager of Kabutocho Corporate Banking and Securities Business Division of Mizuho Bank, Ltd.
April 2015 General Manager of Corporate Banking Coordination Division (Large Corporations) of Mizuho Bank, Ltd.
April 2016 Executive Officer of Mizuho Financial Group, Inc. Executive Officer, General Manager of Corporate & Institutional Coordination Department of Mizuho Bank, Ltd.
April 2018 Managing Executive Officer of Mizuho Bank, Ltd.
June 2021 Managing Executive Officer of the company
April 2023 Managing Executive Officer, Deputy Chief of Circular Society Platform Headquarters of the company
April 2024 Senior Managing Executive Officer of the company
June 2024 Senior Managing Director and Senior Managing Executive Officer of the company
April 2026 Deputy President, Deputy President Executive Officer of the company (current position)

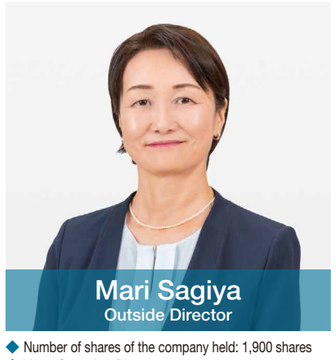


Kensuke Sato
Managing Director

◆ Number of shares of the company held: 45,000 shares
◆ Years Served as Director: 1 year
◆ Board of Directors Attendance Record: 12/12 (100%)

April 1991 Joined the company
April 2017 General Manager of Corporate Planning Department of the company
April 2019 Executive Officer and General Manager of Corporate Planning Department of the company
April 2020 Executive Officer and General Manager of Business Promotion Department of the company
April 2023 Managing Executive Officer and General Manager of Business Promotion Department of the company
April 2024 Managing Executive Officer and Deputy Chief of Business Promotion Headquarters of the company
June 2025 Managing Director and Managing Executive Officer of the company (current position)

Outside Directors



Mari Sagiya
Outside Director

◆ Number of shares of the company held: 1,900 shares
◆ Years Served as Director: 7 years
◆ Board of Directors Attendance Record: 15/15 (100%)

April 1985 Joined IBM Japan, Ltd.
July 2002 Director of IBM Japan, Ltd.
July 2005 Vice President, General Business of IBM Japan, Ltd.
July 2014 Vice President of SAP Japan Co., Ltd.
January 2016 Vice President of salesforce.com Co., Ltd.
June 2019 Outside Director of the company (current position)
March 2020 Outside Director of MonotaRO Co., Ltd.
June 2021 Outside Director of JBCC Holdings Inc.
June 2022 Outside Director of Mitsubishi Corporation (current position)
June 2025 Outside Director, Audit and Supervisory Committee Member of Mitsubishi UFJ Trust and Banking Corporation (current position)



Takayuki Aonuma
Outside Director

◆ Number of shares of the company held: 1,900 shares
◆ Years Served as Director: 5 years
◆ Board of Directors Attendance Record: 15/15 (100%)

April 1982 Prosecutor of Tokyo District Public Prosecutors Office
January 2010 Prosecutor of Supreme Public Prosecutors Office
December 2010 Director-General of the Rehabilitation Bureau, Ministry of Justice
July 2014 Chief Prosecutor of Tokyo District Public Prosecutors Office
December 2015 Deputy Prosecutor-General of Supreme Public Prosecutors Office, Member of the Legislative Council of the Ministry of Justice
September 2016 Superintending Prosecutor of Nagoya High Public Prosecutors Office
February 2018 Registered as an attorney-at law Of-Counsel of City-Yuwa Partners (current position)
June 2021 Outside Director of the company (current position)
May 2023 Outside Director of FamilyMart Co., Ltd.



Hirozumi Sone
Outside Director

◆ Number of shares of the company held: 1,900 shares
◆ Years Served as Director: 3 years
◆ Board of Directors Attendance Record: 14/15 (93%)

April 1979 Joined Yamatake-Honeywell Co., Ltd. (presently Azbil Corporation)
April 2003 Vice Executive Officer of the company, General Manager of Engineering Department, Advanced Automation Company of Yamatake Corporation (presently Azbil Corporation)
April 2005 Executive Officer, General Manager of the Corporate Planning Department of Yamatake Corporation (presently Azbil Corporation)
April 2008 Managing Executive Officer, General Manager of the Corporate Planning Department of Yamatake Corporation (presently Azbil Corporation)
June 2010 Director and Managing Executive Officer of Yamatake Corporation (presently Azbil Corporation)
April 2012 Representative Director, President and Chief Executive Officer of Yamatake Corporation (presently Azbil Corporation)
April 2020 Representative Director, Executive Chairperson, President and Group Chief Executive Officer of Yamatake Corporation (presently Azbil Corporation)
June 2020 Representative Director Chairperson, Executive Chairperson of Azbil Corporation
June 2021 Outside Director of Yasuda Logistics Corporation
June 2022 Director and Chairperson of Azbil Corporation
June 2023 Outside Director of the company (current position)



Natsumi Watanabe
Outside Director

◆ Number of shares of the company held: 800 shares
◆ Years Served as Director: 2 years
◆ Board of Directors Attendance Record: 15/15 (100%)

April 2002 Joined Recruit Co., Ltd.
October 2016 Senior Manager of Human Resources Department of Recruit Holdings Co., Ltd.
October 2017 Senior Manager of Business Management Department of Recruit Holdings Co., Ltd.
April 2018 Senior Manager of Corporate Planning Office of Recruit Co., Ltd.
April 2021 Senior Manager of Compliance Office of Recruit Co., Ltd.
October 2021 Senior Manager of Risk Management Office of Recruit Co., Ltd.
October 2022 Senior Manager of Customer Contact Management Office of Recruit Co., Ltd.
February 2023 Director of UPRO Co., Ltd.
December 2023 Corporate Auditor of Interactive, Inc. (current position)
April 2024 Vice President of Customer Experience Promotion Unit of Recruit Co., Ltd. (current position)
June 2024 Outside Director of the company (current position)
April 2025 Senior Director of Indeed Japan, Inc.
April 2025 Vice President of Indeed Recruit Partners Co., Ltd.



Haruyuki Urata
Outside Director

◆ Number of shares of the company held: 0 shares
◆ Years Served as Director: 1 year
◆ Board of Directors Attendance Record: 12/12 (100%)

April 1977 Joined Orient Leasing Co., Ltd. (now ORIX Corporation)
February 2005 Executive Officer of ORIX Corporation
June 2007 Managing Director of ORIX Corporation
January 2008 Director and Deputy President of ORIX Corporation
January 2009 Director and Deputy President, and Group CFO of ORIX Corporation
January 2011 Representative Director and Deputy President, and Group CFO of ORIX Corporation
June 2015 Representative Director and President of ORIX Bank Corporation
June 2020 Director and Chairman of ORIX Bank Corporation
June 2022 Outside Audit & Supervisory Board Member of Asahi Kasei Corporation (current position)
June 2025 Outside Director of the company (current position)
September 2025 Outside Director of Kumimachi Fintech Corporation (current position)



Jiro Itai
Outside Director

◆ Number of shares of the company held: 0 shares
◆ Years Served as Director: 1 year
◆ Board of Directors Attendance Record: 12/12 (100%)

April 1987 Joined Marubeni Corporation
April 2013 General Manager of Construction Machinery Dept. of Marubeni Corporation
April 2018 Executive Officer and Chief Operating Officer of Construction & Industrial Machinery Div. of Marubeni Corporation
April 2022 Managing Executive Officer and Chief Operating Officer of Construction, Industrial Machinery & Mobility Div. of Marubeni Corporation
April 2023 Managing Executive Officer and Chief Executive Officer of Transportation & Industrial Machinery, Financial Business Group of Marubeni Corporation
April 2025 Senior Managing Executive Officer, Member of Corporate Management Committee, and Supervisor of Finance, Leasing & Real Estate Business Div. and Aerospace & Mobility Div. of Marubeni Corporation (current position)
June 2025 Outside Director of the company (current position)

Management TEAM

Audit & Supervisory Board Members



Koji Arita
Standing Audit & Supervisory Board Member (Outside)

- Number of shares of the company held: 2,700 shares
- Board of Directors Attendance Record: 15/15 (100%)

April 2010
General Manager of Operations Services & Support Division of Mizuho Bank, Ltd.
April 2012
General Manager of Operations Planning Division of Mizuho Financial Group, Inc.
April 2013
Executive Officer, General Manager of the Administrative Planning Department
April 2015
Managing Executive Officer, Joint Deputy Head of Group Chief Operations Officer of Mizuho Financial Group, Inc.
April 2019
Managing Executive Officer, Joint Head of Group Chief Operations Officer of Mizuho Financial Group, Inc.
January 2021
Deputy President & Representative Director of Custody Bank of Japan, Ltd.
June 2023
Standing Audit & Supervisory Board Member (Outside) of the company (current position)



Shingo Suwabe
Standing Audit & Supervisory Board Member (Outside)

- Number of shares of the company held: 300 shares
- Board of Directors Attendance Record: 15/15 (100%)

April 2013
Deputy General Manager of IT/ System Planning Department of Mizuho Financial Group, Inc.
April 2015
Deputy General Manager of IT & Systems Management Department and Deputy General Manager of IT & Systems Planning Department of Mizuho Financial Group, Inc.
April 2019
Executive Officer, IT/System Group Specific Operations Officer of Mizuho Financial Group, Inc., Senior Managing Director of Mizuho Research & Technologies, Ltd.
April 2020
President and CEO of Mizuho Electronic Monetary Claim Recording Co., Ltd.
June 2021
Executive Officer of ZEBRA CO., LTD.
June 2024
Standing Audit & Supervisory Board Member (Outside) of the company (current position)



Noboru Otaka
Standing Audit & Supervisory Board Member

- Number of shares of the company held: 61,600 shares
- Board of Directors Attendance Record: 12/12 (100%)

April 1987
Joined the company
June 2000
Deputy Director of the Planning Department
June 2014
Deputy Director of the Planning Department
April 2015
Deputy General Manager of the Corporate Planning Department
April 2017
Director of System Planning Department, Executive Officer of the company
April 2018
Executive Officer, Director of System Planning Department
April 2020
Managing Executive Officer of the company
June 2023
Managing Director, Managing Executive Officer of the company
April 2025
Company Director
June 2025
Standing Audit & Supervisory Board Member of the company (current position)



Hideki Amano
Audit & Supervisory Board Member (Outside)

- Number of shares of the company held: 0 shares
- Board of Directors Attendance Record: 15/15 (100%)

September 1980
Registered as a certified public accountant of Japan
September 1992
Partner of Inoue Saito Eiwa Audit Corporation (now: KPMG AZSA LLC)
September 2011
Vice President (Head of Audit) of KPMG AZSA LLC Member of KPMG Global Audit Steering Group
July 2015
Executive Senior Partner of KPMG AZSA LLC
March 2017
Outside Audit & Supervisory Board Member of Kao Corporation
April 2017
Outside Director of ORIX Bank Corporation
June 2018
Audit & Supervisory Board Member (External) of Ajinomoto Co., Inc.
June 2019
Outside Audit & Supervisory Board Member of Seiko Group Corporation (current position)
June 2022
Audit & Supervisory Board Member (Outside) of the company (current position)
June 2026
Outside Independent Director (Audit and Supervisory Committee Member), Nidec Corporation (current position)

Executive Officers

Managing Executive Officers

Toshiyuki Takezawa
Nobuhisa Zama
Yasuhiko Hashimoto
Kazuomi Funakawa
Hirohide Ishiyama
Hiroyuki Kudo
Akira Kinoshita
Takashi Yao
Akira Tanaka
Masashi Takahata
Hiroya Uchimura
Taketo Imai
Makoto Matsubara
Koki Minami
Kenji Akiyama

Executive Officers

Ryuji Fujiwara
Masato Matsui
Kenji Wakui
Toshiya Matsuo
Toshihiko Moriya
Mitsuhiro Sakamoto
Yasuhisa Yokoyama
Toshiaki Ito
Toshiharu Naoi
Kazunaga Ueno
Morimichi Sano
Masateru Kawahara

Outside Directors Roundtable

Positioning the Medium-Term Management Plan 2028 as Phase 2 of our leap forward, implementing initiatives to accelerate transformation.
We asked our outside directors to reflect on the previous Medium-Term Management Plan and share their views on the challenges and expectations for the new Plan.



Jiro Itai
Outside Director

Haruyuki Urata
Outside Director

Mari Sagiya
Outside Director

Takayuki Aonuma
Outside Director

Hirozumi Sone
Outside Director

Natsumi Watanabe
Outside Director

Proactive M&A and diversification of resources: Boldly embracing challenges to meet targets early

—— Please share your reflections on the Medium-Term Management Plan 2025

Sone I was appointed as outside director in the first fiscal year of the Medium-Term Management Plan 2025 (Plan 2025). At the time, I was given a clear explanation of the Plan and how outside directors were involved in the formulation process. That gave me the impression that the outside directors and executives had joint ownership of the management plan—which could fairly be called the "strategy document"—even from the start of the 2025 Plan.
Looking back on the past three years, there were some things that did not go according to plan, as well as changes in the management environment. In the first year, I thought there might be some difficulty in aligning frontline operations staff with management's strong commitment. However, the company held to its course and performance targets were met. I believe the President and executive team must have engaged in extensive discussion as they moved the plan forward. Despite developments that were not initially expected, such as various M&A transactions and the partnership with Marubeni, I respect management's ability to work these into the plan. I was also impressed by the pace of growth in the second half of the plan, which is not something that just any company could have achieved.
Urata I have been involved since fiscal 2025, so I can perhaps provide an opinion on the company's position from a more external perspective, especially if I set aside the 2025 Plan's background and assumptions for now. What surprised me in a positive way was the emergence of several M&A proposals. Not only that, but the proposals were brought from existing business departments such as domestic sales, real estate, and environment & energy, rather than the departments that specialize in investment. I found this greatly encouraging.
I feel that the reason we were able to continue undertaking so many M&A deals in our existing business departments was a widespread recognition that we could not simply continue as we were. I believe each business department discussed questions such as "What new things should we be doing?" and "What are we currently lacking?" These led to the actions above. The 2025 Plan ended with very strong numerical results, and I hope this will continue under the new plan.