Policy and Procedure on Appointment and Dismissal of Executive Management and Nomination of Director Candidates

The Nomination Committee which consists of a majority of Independent External Directors, shall nominate candidates for Director positions and shall submit the list of nominees to the ordinary general meeting of shareholders as a proposal. For these nominations, in particular for Independent External Directors, the Company shall seek candidates from a broad talent pool with the cooperation of executive search firms and other external resources. The nomination standards are described below. By electing Directors in accordance with these standards, the Company aims to ensure a well-balanced level of expertise as defined in Clause 7, across the Board of Directors as a whole, as well as diversity in gender, international experience, professional experience, and age.

[Character, Insight, and Leadership]

The candidate shall:

1. Possess a good character and high ethical standards.
2. Demonstrate a strong sense of compliance with laws and regulations.
3. Be fit to hold office and able to fulfil the duties required.
4. Possess excellent business acumen and the ability to make judgements objectively.
5. Have extensive leadership experience and be team-orientated.

[No Material Interest]

6. The candidate shall have no material interest or business relationship that could affect management decisions in the Group's business areas. ("Criteria for Independence of External Directors" is defined separately)

[Skills/Expertise]

7. The candidate shall have extensive experience in a global or multinational business environment and/or possess skills and expertise in areas such as market, technology, accounting, legal affairs, talent development, or other fields necessary or desirable for the Group, considering its current circumstances and strategies.

[Commitment]

8. The candidate shall support the philosophy and basic stance set forth in the "NSG Group Corporate Governance Guidelines" and the "Board of Directors Charter," and is expected to perform duties accordingly.
9. The candidate shall have sufficient time to participate in meetings of the Board and any Committees of which he/she would be a member, and being qualified to fulfil the duties as a member of any of the following three committees, if appointed: the Nomination Committee, the Audit Committee and/or the Compensation Committee.

“Executive Management” refers to positions whose appointment and dismissal are subject to resolution by the Board, namely: (i) Executive Officer and President, Representative Executive Officer, and Executive Officer; and (ii) CEO, COO, CFO, CAO, and equivalent positions or positions bearing responsibility for the entire Group and regarded as next in importance to the positions listed above[1].

Prior to such resolutions, the Nomination Committee shall provide recommendations and/or advice to the Board with respect to such appointments and dismissals.

Prior to such appointments and dismissals, a comprehensive review shall be conducted of the relevant candidate or incumbent, assessing proven performance to date, leadership potential, and alignment with the Group’s future direction, the Values and Principles outlined in “Our Vision”, principles for stakeholder communications, the Code of Conduct, and the Group Competencies.

The Nomination Committee may, based on its judgement, recommend or advise the Board to dismiss or remove the relevant incumbent from the position even during the term of office, in cases where there is a significant deviation from the expected performance, qualities, or conduct for the role, and where there are no external circumstances that warrant consideration.

The term of office for Executive Officers is one year, in principle. The appointment or reappointment of all Executive Officers shall be reviewed annually based on the criteria set forth above. With respect to other senior management, individual performance reviews shall also be conducted annually as part of the appraisal process.

While striving to maintain a highly transparent process for the policies and procedures for the appointment and dismissal of Executive Management as set forth above, the Group, as a global company, recognizes that retention risks for members of Executive Management are unavoidable. Accordingly, the Group also endeavors to minimize management risks related to talent by annually reviewing succession plans, implementing talent development initiatives in a planned manner, and offering challenging and fulfilling career development opportunities.

Explanation of Individual Appointments of Executive Management and Individual

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[1] In principle, positions that report directly to the CEO shall be included.

Nominations of Director Candidates at the Ordinary General Meeting of Shareholders and the Class Meeting of Common Shareholders in June 2026, Made in Accordance with the Policy and Procedure Set Forth Above

Munehiro Hosonuma, Representative Executive Officer, President and CEO

After working for a leading Japanese design office and a major international management consulting firm, Munehiro Hosonuma joined a major international manufacturer, where he held key positions within the business division. He joined NSG in August 2018 and served in senior roles within the Group, specifically as Chief Corporate Planning Officer and Head of Architectural Glass SBU. In April 2022, he was appointed Representative Executive Officer, Vice President and Chief Operating Officer, where he gained experience leading the Group's overall operations. Building on a wealth of experience and a strong track record in business execution, he was appointed Representative Executive Officer, President and CEO in April 2023, assuming leadership of the Group management. He was elected as a Director in June 2022. It is expected that he will continue to make a valuable contribution to the Board's decision-making, drawing from his extensive experience and accomplishments in business strategy and operations.

Shinji Asatsuma, Independent External Director

Shinji Asatsuma has served as an External Director of the Company since June 2022. He was previously responsible for accounting, finance, business strategy, and overseas operations at a major international manufacturer. He later served as Director and Senior Executive Officer, overseeing Administration and leading the development of business strategies and overseas business expansion for that corporate group. It is expected that he will continue to contribute to the enhancement of our corporate value by advising the executive team and overseeing the performance of Executive Officers from an independent and objective standpoint, drawing from his extensive executive management experience in global companies and his broad expertise in finance, accounting, and risk management.

Tetsuya Fujioka, Independent External Director

Tetsuya Fujioka possesses extensive experience in finance and auditing. He served as General Manager of the Corporate Finance Division at a major international manufacturer and as CFO of its European subsidiary, where he led structural reforms across that corporate group. He later held the position of Internal Auditor at the parent company and currently serves as an External Director (Audit & Supervisory Committee Member) at another major manufacturing company. It is expected that he will continue to contribute to the enhancement of our corporate value by advising the executive team and overseeing the performance of Executive Officers from an independent and objective standpoint, drawing from his extensive executive management experience in global companies and his professional expertise in finance and accounting.

Takehiro Kamigama, Independent External Director

Takehiro Kamigama previously led global business expansion as the head of a business unit at a major international manufacturer. He later served for many years as a Representative Director, where he drove structural reforms and growth strategies across that corporate group. He currently serves as an External Director at major manufacturing company, contributing to the oversight of corporate management. It is expected that he will continue to contribute to the enhancement of our corporate value by advising the executive team and overseeing the performance of Executive Officers from an independent and objective standpoint, drawing from his extensive executive management experience including leadership roles in global companies—and his broad expertise in the field of technology.

Hideki Miyazaki, Independent External Director

Hideki Miyazaki held key positions at a major securities firm, primarily within its overseas operations. He later served as CFO at a leading international manufacturer, where he spearheaded structural reforms. Subsequently, he served as Director and Vice President, overseeing the management of that corporate group. He then assumed the role of CFO at another prominent global manufacturing company, where he continued to lead business structural reforms. It is expected that he will continue to contribute to the enhancement of our corporate value by advising the executive team and overseeing the performance of Executive Officers from an independent and objective standpoint, drawing from his extensive executive management experience at global companies and his broad expertise in finance, capital, and business structural reform.

Denise Haylor, Senior Executive Officer, CHRO

Denise Haylor held key positions in Human Resources at a major international electronics manufacturer, a leading telecommunications equipment company, and a prominent medical equipment manufacturer. Following her tenure at a leading management consulting firm, she joined NSG in June 2023 and was appointed Executive Officer and Chief Human Resources Officer. She has since led the Group’s HR function and contributed to the overall management of the Group. She was elected as a Director in June 2025. It is expected that she will continue to make a valuable contribution to the

Board’s decision-making, drawing from her extensive executive management experience at European and American companies—including leading business transformation initiatives—and her professional expertise in HR strategy, talent management, and DEI (Diversity, Equity, and Inclusion).

Executive Officers

Munehiro Hosonuma was appointed as Representative Executive Officer by resolution of the Board, based on the recommendation and/or advice of the Nomination Committee. The Board made this appointment after conducting a comprehensive review, assessing his proven performance to date, leadership potential, and alignment with the Group’s future direction, management philosophy, the Code of Conduct, and the Group Competencies.
Shigeki Mori was appointed as Executive Officer Kaicho by resolution of the Board, based on the recommendation and/or advice of the Nomination Committee. In this role, he is expected to support and promote relationships and matters of significance with key external stakeholders, as requested by the CEO.
Denise Haylor, Hiroshi Aiura, Leopoldo Garces Castiella, Hisashi Okamoto, and Rob Purcell were appointed as Senior Executive Officers, and Masaki Kambayashi, Michael Kiefer, Shiro Kobayashi, Yohei Nakatsuji, Kevin Sanderson, and Iain Smith were appointed as Executive Officers, by resolution of the Board, based on the recommendations and/or advice of the Nomination Committee. The Board made these appointments after conducting a comprehensive review, assessing the factors listed above, and with the intention of strengthening the executive structure by designating the heads of each business division and the certain function heads as Executive Officers, which have a clearly defined legal status and responsibilities.