

Messages from newly appointed Outside Directors

Generating singular value through highly transparent, multifaceted management decisions

My name is Eiko Kisogawa, and I have been newly appointed as an Outside Director. I previously worked in the life insurance industry, where I was involved in operational reforms based on customer feedback, executing system projects, establishing processes related to risk management, and overall corporate management. Though we are in different industries, I believe that the fundamentals of business are the same: how to capitalize on customers' requests or potential needs and transform them into products or services, and how to make new proposals beyond the imagination of customers. My intent is to leverage my experience and information to the fullest.

Looking at Japan's business environment, there are quite a few issues, including climate change and economic turmoil sparked by wars in other countries. In resolving these global issues, Japanese companies are expected to play a key role. Naturally, it is important that we continue to be staying close to our customers from a global perspective and be a company that resolves social issues, and further increase our significance of existence. As an Outside Director, I will work to ensure a transparent, rational management decision-making process through multilateral discussions from an independent, objective standpoint. At the same time, I intend to heighten the effectiveness of the Board of Directors by confirming the major direction of our corporate strategy to achieve our unique value creation, and by supervising the execution of the Board's duties. To achieve sustainable growth and raise our corporate value over the medium- to long-term, I am committed to building a more robust management structure based on the corporate philosophy and corporate culture that we have held in high regard since the Company was founded.

Eiko Kisogawa Outside Director



As an attorney, a woman, and an "outsider"

My name is Fumiko Kishimoto, and I have recently been appointed as an Outside Director. During my 24 years as an attorney, I have resolved various disputes—mostly civil cases—ranging from inheritance-related matters for individual clients to legal matters for small and medium-sized companies. Five or so years ago, I began serving as an outside director and as an audit and supervisory board member for other companies, and am learning about corporate management in a more earnest way.

Given my background, I realize that what is expected of me as an Outside Director is a professional perspective on legal matters as an attorney, a female outlook with regard to diversity, and a layperson's viewpoint—in the most positive sense—in our area of business.

While continuing to work toward a deeper understanding of our company and industry, I will first sincerely acknowledge the current situation to strengthen the ISEKI Group's corporate governance and compliance. I will then determine what is necessary for the Company to achieve sustainable growth, and identify current issues. I believe that my role is to monitor risks and opportunities that I am able to see from my perch as an outsider to the Company and the industry. If I have any questions, I do not hesitate to raise them, and I believe that such efforts will lead to a more active Board of Directors and management with a sense of urgency.

I will do everything possible to make a positive impact on this company with its rich history while considering the expectations of our shareholders, investors, and other stakeholders, and I look forward to your continued support.

Fumiko Kishimoto Outside Director

