

# Message from Newly Appointed Outside Director

The following is a message from Director Taku Oshima, who was newly appointed as Outside Director of the Company in June 2024.

Since joining NGK Insulators, Ltd. (NGK) in 1980, I have worked in our international operations, new product development, and the launching of new businesses, mainly in the field of production technology. Since taking over as President and Representative Director of NGK in 2014, I have worked not only on manufacturing, but also on transforming the old corporate structure, such as work-style reforms and strengthening the corporate governance structure.

In addition to managing NGK, I have also assumed responsibilities as an Outside Director of several major infrastructure companies, and I am the Chairman of Aichi Employers' Association. This has given me experience in various business fields and allowed me to be involved in activities in the business world from a leadership position.

I feel that your initial instinct and how you proceed are critical to getting things done. This is the same even if the subject or content is different. I would like to draw on my experience and knowledge to contribute to the management of the Nomura Group as it develops its business globally as a leader in Japan's securities industry.

Sustainable business development requires you to mobilize and maximize the capabilities of each individual who drives the business. I would like to provide appropriate advice to support this.

