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December 18, 2025

To Whom It May Concern,

Company Name: Insource Co., Ltd.
Representative: Takayuki Funahashi
Representative Director, President and CEO
(Code number: 6200, Prime Market of the Tokyo Stock Exchange)
Contact: Aya Inoue
Executive Officer, Group Corporate Management and Accounting Department
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Notice: Executive Officers' Appointment, Personnel Changes and Executive Officer's Resignation

Insource Co., Ltd. (the “Company”) hereby announces that we resolved to appoint Executive Officers and implement personnel changes at the Board of Directors held today on December 18, 2025. In addition, Executive Officer will resign as of December 31, 2025. The details are as follows:

1. Appointment of Executive Officers

Effective December 18, 2025

Name (Date of Birth)	Biography	
Noriko Shingu (July 16, 1987)	Mar. 2011	Graduated from Faculty of Education, Tokyo Gakugei University
	Mar. 2011	Joined the Company
	Jul. 2021	Branch Manager of Nihonbashi Office, Sales Division
	Oct. 2025	Manager of Group Sales Management Office (current)
Toru Ando (October 25, 1987)	Mar. 2010	Graduated from Department of Materials Development Engineering, School of Science and Engineering, Waseda University
	Apr. 2010	Joined McDonald’s Company (Japan), Ltd.
	Jul. 2014	Joined the Company
	Oct.2025	General Manager of Osaka Branch, Kansai Sales Division (current)
Ryo Sasaki (August 23, 1989)	Mar. 2013	Graduated from Department of Media and Communication Studies, Faculty of Social Sciences, Hosei University

	Apr. 2013	Joined Eiken Co., Ltd.
	Feb. 2017	Joined the Company
	Mar. 2025	Manager of Media Business Department, Group Content Development Division (current)

2. Personnel Change

Effective December 18, 2025

(Note: Changes are underlined)

Name	New Duties	Current Duties
Daisuke Kanai	Director, Executive Officer General Manager of Sales Division Manager of DX Support Department Executive Officer and President of Insource Digital Academy Corporation	Director, Executive Officer <u>Chief of Group Sales Management Office</u> General Manager of Sales Division Manager of DX Support Department Executive Officer and President of Insource Digital Academy Corporation
Yoshio Ohata	Executive Officer General Manager of Group Content Development Division Manager of Creative Business Department, Group Content Development Division General Manager of Open Seminars Division Director of Insource Creative Solutions Corporation Director of Insource Research Institute Corporation	Executive Officer General Manager of Group Content Development Division Manager of Creative Business Department, Group Content Development Division General Manager of Open Seminars Division <u>Executive Officer of Insource Consulting Corporation</u> Director of Insource Creative Solutions Corporation Director of Insource Research Institute Corporation
Yosuke Kobayashi	Executive Officer of Insource Consulting Corporation	<u>Executive Officer</u> <u>Chief of Sales Department #3</u> Executive Officer of Insource Consulting Corporation
Tomoyuki Kaeriyama	Representative Director of Insource Consulting Corporation	<u>Executive Officer</u> <u>Chief of Sales Department #2</u> Representative Director of Insource Consulting Corporation
Noriko Shingu	<u>Executive Officer</u> Manager of Group Sales Management Office <u>Chief of Sales Department #3</u> Rashiku Corporation	Manager of Group Sales Management Office Rashiku Corporation

Toru Ando	<u>Executive Officer</u> <u>General Manager of Sales Department #2</u> <u>Manager of Sales Team #2, Sales Department #2</u> Assistant General Manager of Kansai Sales Division	Assistant General Manager of Kansai Sales Division
Ryo Sasaki	<u>Executive Officer</u> Manager of Media Business Department, Group Content Development Division	Manager of Media Business Department, Group Content Development Division

Effective January 1, 2026

Name	New Duties	Current Duties
Toru Ando	Executive Officer General Manager of Sales Department #2 Manager of Sales Team #2, Sales Department #2	Executive Officer General Manager of Sales Department #2 Manager of Sales Team #2, Sales Department #2 <u>Assistant General Manager of Kansai Sales Division</u>

3. Resignation of Executive Officer

Name of the Resigning Executive Officer	Takeshi Imanishi
Current Position of the Resigning Executive Officer	Executive Officer Manager of Group Human Resources and General Affairs Department Chief of Group Human Resource Development Department
Date of Resignation	December 31, 2025
Reason for Resignation	For personal reasons

END