



May 22th, 2025

Company name: Ubicom Holdings, Inc.
 Name of representative: Masayuki Aoki, Representative Director and President
 (Securities code: 3937; TSE Prime Market)
 Inquiries: Akisato Kitaoka, Director and Executive General Manager of Corporate Division
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Notice Concerning Changes in Directors

Ubicom Holdings, Inc. hereby announces that at the meeting of the Board of Directors held on May 22, 2025, the Company resolved the changes in directors as detailed below.

Please note that the appointments are scheduled to be formally approved at the Annual General Meeting of Shareholders and the subsequent Board of Directors meeting to be held on June 26, 2025.

1. Newly Appointed Directors

Name	Position
Taisuke Tsuyuguchi	Outside Director
Natsumi Horikawa	Outside Director

2. Career Summary of Newly Appointed Directors (as of May 22, 2025)

Name (Date of birth)	Career summary		Number of shares held
Taisuke Tsuyuguchi (June 27th, 1960)	April 1984	Joined Tokio Marine & Nichido Fire Insurance Co., Ltd.	0,000
	July 1998	Branch Manager, Honmachi Branch, Osaka Central Office, Kinki First Division	
	July 2001	Branch Manager, Joto Branch, East Tokyo Office, Metropolitan First Division	
	October 2004	Following the merger, assumed role at Tokio Marine & Nichido Fire Insurance Co., Ltd. Group Leader, Planning & Organization Group, Human Resources Planning Department	
	July 2008	General Manager, Corporate Planning Department / Leader, Strategic Promotion Group	
	August 2011	Branch Manager, Tochigi Branch	
	April 2014	President and Representative Director, Tokio Marine Millea Small Amount & Short Term Insurance Co., Ltd.	
	April 2016	Executive Officer, General Manager of Corporate Planning Department, Tokio Marine Holdings, Inc.	
	April 2017	Senior Executive Officer, Tokio Marine & Nichido Fire Insurance Co., Ltd.	
	July 2020	Director, Japan Medical Association ORCA Management Organization, Inc.	
	October 2020	President and Representative Director, Japan Medical Association ORCA Management Organization, Inc. (current)	

Name (Date of birth)	Career summary		Number of shares held
Natsumi Horikawa (August 15th,1985)	April 2008	Joined OKWAVE, Inc.	0,000
	January 2011	Joined Cross Marketing Inc.	
	January 2015	Transferred to Kadence International Pte. Ltd. Head of Japan Desk	
	April 2019	Business Consultant, New Customer Acquisition Division / YouTube Creator Marketing Manager Google Japan G.K.	
	April 2022	Strategic Agency Manager, Google Customer Solutions Division	
	April 2024	Partner, Interactive Solutions Division, YCP Singapore (current)	

3. Reason for change

Taisuke Tsuyuguchi graduated from the University of Tokyo and joined Tokio Marine & Fire Insurance Co., Ltd., where he held key positions including President and Representative Director of Tokio Marine Millea Small Amount & Short Term Insurance Co., Ltd. and Senior Executive Officer of Tokio Marine & Nichido Fire Insurance Co., Ltd. He has extensive experience in management and business operations within the insurance industry. He is currently serving as President and Representative Director of Japan Medical Association ORCA Management Organization, Inc., where he is leading efforts to strengthen the ICT infrastructure that supports the sustainability of the healthcare system in an aging society. Under his leadership, the standard medical receipt software (ORCA), which forms the core of the organization's initiatives, has been widely adopted across Japan, reaching approximately 19,000 medical institutions and making it the second most widely used system in the industry. Ubicom Holdings' medical business is a leading player in the receipt inspection software market, and is actively promoting strategic initiatives such as the expansion of the "Mighty" product line, strategic M&A, and the deployment of solutions for the insurance industry through the "Insurance Knowledge Platform." We believe that his deep expertise and experience in the medical and insurance fields will enable him to provide constructive advice from an independent standpoint and strengthen the supervisory function of the Board of Directors. Therefore, we propose his appointment as an Outside Director.

Natsumi Horikawa has served as the Head of the Japan Desk at a marketing research firm based in Singapore, where she provided marketing support across a wide range of industries including consumer goods, automotive, retail, and media in global markets. Subsequently, she joined Google Japan G.K., where she was involved in promoting digital advertising and supporting marketing DX (digital transformation) through strategic partnerships with major advertising agencies. Currently, she serves as a Partner in the Marketing Division of YCP Singapore, where she contributes to the growth of corporate sales in overseas markets by providing marketing advisory and digital marketing services. She possesses deep expertise in business development and local partnerships in Southeast Asia, as well as extensive hands-on experience based on a global perspective. Her expertise is expected to contribute significantly to strengthening the competitiveness of Ubicom Holdings' Technology Consulting Business, generating high value-added projects, and enhancing corporate value through her strategic advice and independent oversight. Accordingly, we propose her appointment as an Outside Director.

4. Retiring representative directors

Name	Position
Toshiyuki Ito	Outside Director
Hiroko Saito	Outside Director

Note : This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

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