

Skills matrix of Members of the Board and Audit & Supervisory Board Members

Areas in which Skills are Particularly Expected to be Demonstrated	Members of the Board										Audit & Supervisory Board Members				
	Mutsuo Iwai	Shigeaki Okamoto	Masamichi Terabatake	Kei Nakano	Koji Shimayoshi	Yukiko Nagashima	Masato Kitera	Tetsuya Shoji	Hiroko Yamashina	Kenji Asakura	Hideaki Kashiwakura	Tsutomu Hashimoto	Shigeru Taniuchi	Nobuo Inada	Emiko Takeishi
	Chairperson of the Board	Deputy Chairperson of the Board	Representative Director	Representative Director	Representative Director	Outside Director	Standing Member	Standing Member	Standing Outside Member	Outside Member	Outside Member				
Corporate Management	●		●	●	●	●		●	●	●	●				
Global Management	●		●		●		●	●		●	●				
Corporate Finance, Accounting and Capital Policy		●		●							●	●	●	●	
Legal, Compliance and Risk Management	●	●	●	●	●		●		●			●	●	●	●
IT/ Information Security	●		●		●			●		●		●			
Corporate Governance	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Sustainability/ Environment and Society		●	●		●		●			●			●	●	●
DE&I/ Organizational Behavior and Human Resource Management	●	●	●		●	●	●	●	●		●		●	●	●
Business Development/ M&A			●	●	●	●		●		●	●				