



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

Proposed as of March 24, 2023

Areas in which the skills are expected to be particularly effective	Directors									Audit & Supervisory Board Members				
	Mutsuo Iwai	Shigeaki Okamoto	Masamichi Terabatake	Kiyohide Hirowatari	Kei Nakano	Main Kohda	Yukiko Nagashima	Masato Kitera	Tetsuya Shoji	Hideaki Kashiwakur	Tsutomu Hashimoto	Shigeru Taniuchi	Nobuo Inada	Hiroko Yamashina
	Chairperson of the Board	Deputy Chairperson of the Board	Representative Director	Representative Director	Representative Director	Outside Director	Outside Director	Outside 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		●	●	●		●		●				●	●	
D&I/ Organizational Behavior and Human Resource Management	●	●	●	●			●	●	●	●		●	●	●
Business Development/ M&A			●	●	●	●	●		●	●				