



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

Areas in which the skills are expected to be particularly effective	Directors										Audit & Supervisory Board Members				
	Shigeaki Okamoto	Masamichi Terabatake	Takehiko Tsutsui	Koji Shimayoshi	Kei Nakano	Masato Kitera	Tetsuya Shoji	Hiroko Yamashina	Kenji Asakura	Yukiko Uchida	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	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	●	●	●	●		●			●	●			●	●	●
DE&I/ Organizational Behavior and Human Resource Management	●	●	●	●		●	●	●	●	●	●		●	●	●
Business Development/ M&A		●	●	●	●		●		●	●	●				