

Board Skill Matrix (As of June 20, 2023)

Name / Position		Number of the Board meetings Attended, FY 2022	Skills that the board of directors should have (knowledge, experience and expertise) ^(*Note)						
			Corporate Management and Strategy	Innovation / Technology	HR and Organizational Development	Internationality	Risk Management / Legal Affairs	Finance / Accounting	Sustainability / ESG
Masamichi Mizuta	Chairperson of the Board	13/13 (100%)	●		●				●
Takao Wada	Representative Director, President and CEO	13/13 (100%)	●		●				●
Ryosuke Tamakoshi	Independent Director	13/13 (100%)	●			●		●	
Masaki Yamauchi	Independent Director	13/13 (100%)	●	●	●				
Kazuhiro Yoshizawa	Independent Director	10/10 (100%)	●	●	●				
Debra A. Hazelton	Independent Director	---			●	●		●	
Daisuke Hayashi	Director (Member of Audit and Supervisory Committee)	13/13 (100%)				●	●		●
Chisa Enomoto	Independent Director (Member of Audit and Supervisory Committee)	13/13 (100%)				●	●		●
Kazuhiko Tomoda	Independent Director (Member of Audit and Supervisory Committee)	13/13 (100%)	●				●	●	

(*Note) Definition of . .

Corporate Management and Strategy

Innovation / technology

Human resource and organizational development

Internationality

Risk management / Legal Affairs

Finance / Accounting

Sustainability / ESG

: Experience and ability of engaging in important decision making and successor selection of own company gained as a corporate executive

: Knowledge and experience regarding technology utilization and innovation in corporate management gained as a CTO of a company, etc.

: Knowledge and experience regarding human resource strategy and health management, etc., gained as a CHRO of a company, etc.

Knowledge and experience regarding education business

: Experience and ability of organizational operation, business management, and business operation involving multiple countries at an international organization or company

: Knowledge and experience regarding risk management gained as a CRO of a company, etc. Knowledge and experience regarding business law and governance gained as a CLO of a company, etc.

: Knowledge and experience regarding business plan, budget, and capital policies gained as a CFO of a company, etc.

Sufficient knowledge and experience as a specialist of financial accounting

: Experience and ability of working on promotion of sustainability and solving social issues in business management