

## Board Skill Matrix (As of October 15, 2021)

The Board shall comprise of not more than 15 directors to ensure the effectiveness of its functions, and independent directors shall account for a half or more so that they are able to properly perform their oversight functions.

In addition, the Board shall have well-balanced knowledge, experience and capability as a whole to effectively fulfill its roles and responsibilities and shall be composed in a form in which diversity including gender and internationality exists and the right size is maintained.

Name · Position		Skills that the board of directors should have (knowledge, experience and capability)						
		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	●		●				●
Takao Wada	Representative Director, President and CEO	●		●				●
Hirotohi Takahashi	Representative Director, Deputy President	●	●	●				
Ryosuke Tamakoshi	Independent Director	●			●		●	
Naohiro Nishiguchi	Independent Director		●		●			●
Masaki Yamauchi	Independent Director	●	●	●				
Daisuke Hayashi	Director (Member of Supervisory Committee)				●	●		●
Chisa Enomoto	Independent Director (Member of Supervisory Committee)				●	●		●
Kazuhiko Tomoda	Independent Director (Member of Supervisory Committee)	●				●	●	