



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

Proposed as of March 23, 2022

Areas in which the skills are expected to be particularly effective	Directors										Audit & Supervisory Board Members				
	Mutsuo Iwai	Shigeaki Okamoto	Masamichi Terabatake	Naohiro Minami	Kiyohide Hirowatari	Kazuhiro Yamashita	Main Kohda	Yukiko Nagashima	Masato Kitera	Tetsuya Shoji	Ryoko Nagata	Hiroshi Yamamoto	Toru Mimura	Hiroshi Obayashi	Koji Yoshikuni
	Chairperson of the Board	Deputy Chairperson of the Board	Representative Director	Representative Director	Representative Director	Member of the Board	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			●	●	●		●	●		●					