

**Skills Matrix of Directors and Audit & Supervisory Board Members**

			Corporate management	Sales/ marketing	Global business	DX/IT	Operation	ESG	Financial accounting/ Finance	Human resources development/ personnel	Law/risk management
Hirobumi Koga	Representative Director President & CEO	CEO of the Group	○	○	○			○	○	○	○
Nobuo Nakayama	Representative Director Senior Managing Director	In charge of finance and accounting	○		○			○	○		○
Hiroshi Kino	Executive Managing Director	In charge of personnel, human resources and real estate business	○			○	○			○	
Takeshi Gohara	Executive Managing Director	In charge of legal and general affairs and risk management	○	○			○				○
Yuji Itoi	Director Senior Executive Officer	In charge of information systems				○					
Tomoaki Kiriyaama	Director Senior Executive Officer	In charge of strategic sales and development administration		○			○				
Taizaburo Nakano	Outside Director		○	○	○						
Takashi Hirai	Outside Director			○	○	○					
Maoko Kikuchi	Outside Director				○			○			○
Takashi Tsukioka	Outside Director		○					○		○	
Yukio Ishida	Senior Standing Audit & Supervisory Board Member		○	○							
Norio Miyashita	Standing Audit & Supervisory Board Member		○						○		
Motohide Ozawa	Outside Audit & Supervisory Board Member								○		
Hidetaka Miyake	Outside Audit & Supervisory Board Member										○

(Note) The table is not indicative of all the expertise and experience possessed by the Directors and Audit & Supervisory Board Members.