

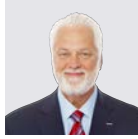












Director skills matrix
● Responsibilities and attributes
 ◎ Main skill
 ○ Secondary skill

		Official position	Director specialization and features								
			Business execution	Supervisory function	Corporate strategy	Business strategy	Management resources	Finance	Accounting	Legal affairs	Organization/ Human resources
	Toshihiro Yamamoto	<div style="display: flex; align-items: center;"> <div style="background-color: #4a5568; color: white; padding: 2px; font-size: 8px; margin-right: 5px;">Nomination</div> <div style="background-color: #4a5568; color: white; padding: 2px; font-size: 8px; margin-right: 5px;">Compensation</div> <div style="margin-left: 10px;">Representative Director</div> </div>	●		◎	○					
	Shun Sakurai	<div style="display: flex; align-items: center;"> <div style="background-color: #4a5568; color: white; padding: 2px; font-size: 8px; margin-right: 5px;">Nomination</div> <div style="background-color: #4a5568; color: white; padding: 2px; font-size: 8px; margin-right: 5px;">Compensation</div> <div style="margin-left: 10px;">Representative Director</div> </div>	●				◎			○	○
	Tim Andree	<div style="display: flex; align-items: center;"> <div style="background-color: #4a5568; color: white; padding: 2px; font-size: 8px; margin-right: 5px;">Nomination</div> <div style="background-color: #4a5568; color: white; padding: 2px; font-size: 8px; margin-right: 5px;">Compensation</div> <div style="margin-left: 10px;">Representative Director</div> </div>	●		○	◎					
	Hiroshi Igarashi	Director	●		○	◎					
	Arinobu Soga	Director	●					◎	○		
	Nick Priday	Director	●					◎	○		
	Wendy Clark	Director	●		○	◎					
	Gan Matsui	<div style="display: flex; align-items: center;"> <div style="background-color: #4a5568; color: white; padding: 2px; font-size: 8px; margin-right: 5px;">Outside</div> <div style="background-color: #4a5568; color: white; padding: 2px; font-size: 8px; margin-right: 5px;">Independent</div> <div style="background-color: #4a5568; color: white; padding: 2px; font-size: 8px; margin-right: 5px;">Nomination</div> <div style="background-color: #4a5568; color: white; padding: 2px; font-size: 8px; margin-right: 5px;">Compensation</div> <div style="margin-left: 10px;">Director</div> </div>		●						◎	○
	Izumi Okoshi	Director / Audit and Supervisory Committee Member		●			○	◎			
	Toshiaki Hasegawa	<div style="display: flex; align-items: center;"> <div style="background-color: #4a5568; color: white; padding: 2px; font-size: 8px; margin-right: 5px;">Outside</div> <div style="background-color: #4a5568; color: white; padding: 2px; font-size: 8px; margin-right: 5px;">Independent</div> <div style="background-color: #4a5568; color: white; padding: 2px; font-size: 8px; margin-right: 5px;">Nomination</div> <div style="background-color: #4a5568; color: white; padding: 2px; font-size: 8px; margin-right: 5px;">Compensation</div> <div style="margin-left: 10px;">Director / Audit and Supervisory Committee Member</div> </div>		●						◎	○
	Kentaro Koga	<div style="display: flex; align-items: center;"> <div style="background-color: #4a5568; color: white; padding: 2px; font-size: 8px; margin-right: 5px;">Outside</div> <div style="background-color: #4a5568; color: white; padding: 2px; font-size: 8px; margin-right: 5px;">Independent</div> <div style="background-color: #4a5568; color: white; padding: 2px; font-size: 8px; margin-right: 5px;">Nomination</div> <div style="background-color: #4a5568; color: white; padding: 2px; font-size: 8px; margin-right: 5px;">Compensation</div> <div style="margin-left: 10px;">Director / Audit and Supervisory Committee Member</div> </div>		●				○	◎		
	Etsuko Katsu	<div style="display: flex; align-items: center;"> <div style="background-color: #4a5568; color: white; padding: 2px; font-size: 8px; margin-right: 5px;">Outside</div> <div style="background-color: #4a5568; color: white; padding: 2px; font-size: 8px; margin-right: 5px;">Independent</div> <div style="background-color: #4a5568; color: white; padding: 2px; font-size: 8px; margin-right: 5px;">Nomination</div> <div style="background-color: #4a5568; color: white; padding: 2px; font-size: 8px; margin-right: 5px;">Compensation</div> <div style="margin-left: 10px;">Director / Audit and Supervisory Committee Member</div> </div>		●				◎			○
	Simon Laffin	<div style="display: flex; align-items: center;"> <div style="background-color: #4a5568; color: white; padding: 2px; font-size: 8px; margin-right: 5px;">Outside</div> <div style="background-color: #4a5568; color: white; padding: 2px; font-size: 8px; margin-right: 5px;">Independent</div> <div style="background-color: #4a5568; color: white; padding: 2px; font-size: 8px; margin-right: 5px;">Nomination</div> <div style="background-color: #4a5568; color: white; padding: 2px; font-size: 8px; margin-right: 5px;">Compensation</div> <div style="margin-left: 10px;">Director / Audit and Supervisory Committee Member</div> </div>		●				○	◎		