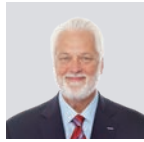














Director skills matrix

● Responsibilities and attributes ○ Skill

	Official position	Business execution	Non-executive	Business Management	Finance /Accounting	Audit	Legal /Compliance	Human Resources	Global Management	Digital Business
 Timothy Andree	Non-Executive Chairman of the Board		●	○					○	
 Hiroshi Igarashi	Nomination Representative Director	●		○					○	○
 Arinobu Soga	Compensation Representative Director	●		○	○	○			○	
 Nick Priday	Director	●		○	○	○			○	
 Wendy Clark	Director	●		○					○	○
 Norihiro Kuretani	Director	●		○					○	○
 Yuko Takahashi	Director		●		○	○				
 Izumi Okoshi	Director, Audit and Supervisory Committee Member		●			○	○	○		
 Gan Matsui	Outside Independent Nomination Director, Audit and Supervisory Committee Member		●			○	○	○		
 Paul Candland	Outside Independent Nomination Director, Audit and Supervisory Committee Member		●	○					○	○
 Andrew House	Outside Independent Compensation Director, Audit and Supervisory Committee Member		●	○		○			○	○
 Keiichi Sagawa	Outside Independent Nomination Compensation Director, Audit and Supervisory Committee Member		●	○	○				○	○
 Mihoko Sogabe	Outside Independent Compensation Director, Audit and Supervisory Committee Member		●		○	○				