

# Skills Matrix for Directors

The table below lists the skills representing the areas in which the Company expects Directors to demonstrate their competencies and shows the skills and experience that Outside Directors possess and available skills and experience, as well as expected skills, of Inside Directors, based on differences in the Nomination Criteria for Candidates for Directors.

To contribute to resolving social challenges related to sustainability, the areas in which the Company expects Directors to demonstrate their competencies in realizing the Sustainable Development Goals (SDGs) are included in the skills of “corporate management,” “human resources/human resources development,” “community/society,” and “asset management.”

<div> <div></div> <div>Name</div> </div> <div>Skills</div>	TANIGAKI Kunio	ONISHI Toru	NARA Tomoaki	MASUDA Hiroya	SUZUKI Masako	HARADA Kazuyuki	YAMAZAKI Hisashi	TONOSU Kaori	TOMII Satoshi	SHINGU Yuki	OMACHI Reiko
Corporate management* <sup>1</sup>	●	●	●	●	●	●	●	●	●	●	
Financial affairs /Accounting	●	●	●						●		
Legal/Risk management /Compliance	●	●	●	●	●	●	●	●	●	●	●
Human resources /Human resources development	●	●	●	●	●	●	●	●		●	
Sales/Marketing	●	●			●	●				●	
ICT* <sup>2</sup> /DX* <sup>3</sup>		●	●		●			●		●	
Community /Society	●	●	●	●	●	●	●	●	●	●	●
Finance/Insurance	●	●	●	●				●	●		●
Asset Management			●						●		●

Notes:

1. We consider the “corporate management” skill item to include areas such as organizational management necessary for supervising management.
2. ICT is an acronym for Information and Communication Technology and collectively refers to technology relating to information and communications.
3. DX, or Digital Transformation, refers to transforming a company’s products, services, and business models based on the needs of customers and society as a whole, using data and digital technology in response to drastic changes in the business environment, while changing its operations, organizations, processes, and corporate culture and climate to establish a competitive advantage.