

Skills Matrix of Directors and Corporate Auditors (as of 1 January, 2023)

Position at the Company	Areas of Responsibility	Name	Date of Birth	Gender	Competency Strength			Strength Related to Experience and Specialization/Area of Contribution Expected in Particular								
					A Person-Centered Management	SHINKA (Evolution)	Value Creation	Corporate Management (Top Management)	International Business	Business Planning (Business Creation)	Brand Business Marketing	R&D	IT/Digital	ESG	Finance/Legal Affairs	HR
Representative Director and Chairman	–	Satoshi Suzuki	18-Mar-1954	Male	◎	◎	◎	●		●	●	●			●	
Representative Director and President	–	Yoshikazu Yokote	10-Sep-1967	Male	●	●	◎	●	●		●					
Director and Vice President	Finance, Legal and Administration	Naoki Kume	9-Jun-1961	Male	●	●	●		●	●					●	●
Director	(Representative Director and President, ORBIS Inc.)	Takuma Kobayashi	1-Sep-1977	Male	●	●	◎	●	●		●					
Director	Management Planning, IT, HR, and Business Development	Koji Ogawa	16-Jul-1968	Male	●		●			●		●	●			●
Outside Director	–	Kazuyoshi Komiya	20-Dec-1957	Male	–	–	–	●							●	
Outside Director	–	Naomi Ushio	8-Mar-1961	Female	–	–	–							●		●
Outside Director	–	Hikaru Yamamoto	2-Oct-1973	Female	–	–	–				●	●				
Full-time Corporate Auditor	–	Hideki Komoto	16-Nov-1959	Male	–	–	–								●	
Outside Corporate Auditor	–	Akio Sato	4-Feb-1966	Male	–	–	–							●	●	
Outside Corporate Auditor	–	Motohiko Nakamura	21-Dec-1965	Male	–	–	–					●	●	●		

(Note)

1. The above matrix is not an exhaustive descriptions of all knowledge and experience each executive possesses.

2. Characteristics related to competency strengths which are expected to be demonstrated in their actions are indicated with "●," and are expected to be especially demonstrated in their actions are indicated with "◎."

(Appendix) Director Competency Model

Cluster	Characteristic	Definition
A Person-Centered Management Represents our group strength, Individual-centered management	Pursuit of Social Significance	Earn trust by promoting business activities from a social point of conduct based on the mission to contribute to society
	Bi-i-shiki (≒ Esthetic Sense)	Ability to have impact on one's surroundings as a personal/unique leader by exhibiting one's attractive personality
	Respect for Individuals with Diversity	Believing in one's individual abilities, respects and makes use of individuals
SHINKA (Evolution) Sensitivity to changes in society and active evolution	Long-term Vision	Define and penetrate the desired future image and direction with a long-term vision
	Business Context Awareness	Envisions the future market according to changes in social environment and recognizes the company's roles and positioning correctly
	Change-oriented Mindset	Creates innovation without sticking to conventional corporate thinking and actively leads it to evolutionary opportunities
	Leverages an Extensive External Network	Utilizing a wide range of external networks in different fields, effectively incorporates diverse perspectives into the company
Value Creation Achieves corporate value creation by taking on new challenges	Decision Making to Enhance Agility	Enhances organizational agility by making timely decisions without relying on past experience
	Action-driven Mindset	Believe in yourself and demonstrates repeat the process without fear of making mistake even if there is no perfect supporting evidence
	Passion for Results	Stays passionate about what he/she wants to achieve through intrinsic motivation