

## Directors' Skill Matrix

The Board of Directors recognizes effective supervision of Executive Officers from an independent and objective standpoint as one of their major roles and responsibilities.

The Board of Directors shall be diversely comprised of Directors with a wealth of knowledge and experience as well as deep insight to fulfill an appropriate supervisory function toward the realization of sustainable growth of the Group and generation of corporate value over the medium to long term.

The table below shows the key areas of skills and experience that each Director possesses.

		Key skills and experience						
		Corporate management	Legal affairs/ Compliance	Financial affairs /Accounting	Human resources/ Labor management	IT/ Digital Transformation (DX)/ Technology	Business knowledge (finance, insurance, etc.)	Community contribution/ Public policy
Directors	MASUDA Hiroya	●					●	●
	IKEDA Norito	●					●	●
	KINUGAWA Kazuhide	●					●	●
	SENDA Tetsuya	●					●	●
Outside Directors	ISHIHARA Kunio	●				●	●	
	Charles Ditmars Lake II	●	●				●	●
	HIRONO Michiko	●		●			●	●
	OKAMOTO Tsuyoshi	●			●			●
	KOEZUKA Miharu	●	●					
	AKIYAMA Sakie	●				●		
	KAIAMI Makoto		●		●			
	SATAKE Akira	●	●	●				
	SUWA Takako	●				●		●

\*The table above is not an exhaustive list of all the skills and experience of each Director.