

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 (logistics, finance, insurance, etc.)	Community contribution/ Public policy/ Sustainability
Directors	NEGISHI Kazuyuki	●	●				●	●
	IIZUKA Atsushi	●		●			●	●
	KASAMA Takayuki	●					●	●
	KOIKE Shinya	●			●		●	●
	ONISHI Toru	●		●			●	●
Outside Directors	KAIAMI Makoto		●		●			
	SATAKE Akira	●	●	●			●	
	SUWA Takako	●				●		●
	ITO Yayoi					●	●	●
	OEDA Hiroshi	●		●	●			●
	SHINDO Kosei	●			●			●
	SHIONO Noriko	●					●	●
	KAJITA Emiko	●	●					●

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

【Reason for selection of each item in the skill matrix】

Skill	Reason for Selection
Corporate management	Experience and skills related to corporate management are important in making appropriate management decisions in the Group's diverse business environments, in formulating medium- to long-term management plans, and in performing governance functions.
Legal/Compliance	Experience and skills related to the legal and compliance fields that support the corporate management foundation are important in earning the trust of stakeholders, including shareholders, in sustainable growth, and in improving corporate value.
Financial affairs/Accounting	Experience and skills in the fields of financial affairs/accounting are important in building a stable financial platform, in maintaining the soundness of management, and in promoting sustainable growth investment.
Human resources/Labor management	Experience and skills in the fields of human resources/labor management are important in encouraging the autonomy and creativity of employees, who are the source of sustainable growth, and in using human capital to the greatest extent, as these lead to strengthening the management foundation.
IT/DX/Technology	Experience and skills in the fields of IT/DX/technology are important in building systems and information platforms that support efficient business operations and in promoting the integration of real and digital assets to respond to rapid technological changes.
Business knowledge (logistics, finance, insurance, etc.)	Experience and skills in the fields of business (logistics, finance, insurance, etc.) are important in understanding issues and business opportunities unique to different industries and in fulfilling the oversight function of Directors in the Group's diverse business environments.
Community contribution/Public policy/Sustainability	Experience and skills related to community contribution/public policy/sustainability are important in promoting business activities aimed at development and issues resolution for local communities and in achieving sustainable growth and improving corporate value through the Group's ideal "Co-creation Platform" that supports both customers and local communities.