

Director Skills Matrix

In order to develop and enhance the enterprise value of the Group in a sustainable manner on a medium to long term basis, the Board is required to effectively supervise the execution of duties by Executive Officers, etc., while preparing for a corporate environment which will enable the executive management to take proper degree of risks associated with business. Based on the company situation and the issues to be solved in the execution of the medium-term plan "2030 Vision : Shift the Phase" starting from the fiscal year ending March 2025, the areas of experiences and specialized knowledge, which the Nomination Committee considers to be particularly important for the Directors, are defined as follows. The composition of Directors will be well-balanced as a whole in consideration of diversity.

(Global Company Management Experience)

The area of experience and/or expertise required from the perspective of supervising the management of the Group which is operating globally based on the management experiences in a global or multinational business environment.

(Financial Expertise)

The area of experience and/or expertise required from the perspective of supervising the execution of the financial targets, "Increasing cash generation" and "Improving the financial status" in the medium-term plan.

(Risk Management)

The area of experience and/or expertise required from the perspective of effective and efficient supervision in identifying and evaluating critical risks that the Group should manage.

(ESG / Sustainability)

The area of experience and/or expertise required from the perspective of effective and efficient supervision for the initiatives to attain sustainable growth of the Group and contribute to a sustainable society in the medium to long-term such as climate change issues and initiatives to ensure a highly independent and transparent Corporate Governance system for that purpose.

(Portfolio management / New Business Development)

The area of experience and/or expertise required from the perspective of effective and efficient supervision for the initiatives against "Business structure reform" such as new business development and Portfolio transformation to highly profitable business.

(DX / Operational Excellence)

The area of experience and/or expertise required from the perspective of effective and efficient supervision for the initiatives utilizing digital technology to quickly execute strategies based on globally integrated information and carry out reform measures for high value-added operations that transcend the boundaries of each function, from procurement and manufacturing to logistics.

(Marketing/Commercial)

Strategic marketing is needed to develop the business, and this area of experience and/or expertise should be required from the perspective of effective and efficient supervision in implementing the initiatives for "Business structure reform" and customer-oriented "Corporate culture reform".

Name	Global Company Management Experience	Financial Expertise	Risk Management	ESG / Sustainability	Portfolio management / New Business Development	DX / Operational Excellence	Marketing/Commercial
H.Ishino	•					•	•
K.Minakawa	•	•	•				
S.Asatsuma	•	•	•				
T.Fujioka	•	•	•				
T.Kamigama	•				•	•	
H.Miyazaki	•	•			•		
M.Hosonuma	•					•	•
D.Haylor	•			•	•		

Notes: Up to three most highly expected areas of experiences and specialized knowledge are indicated for each Director. The table does not represent all the specialized knowledge and the experiences possessed by each Director