

Skills Matrix of Directors (As of June 23, 2024)

Name and gender	Position	Age	Out-side	Inde-pen-dence	Audit and Super-visory Com-mittee	Nomination and Compen-sation Committee	Years served as Director	Attendance of the Board of Directors	Knowledge, experience and abilities of the Directors						
									Corporate management and Sustainability	Financial services	Technology	Marketing and Alliance	Human capital and Corporate culture	Accounting and Engagement with capital markets	Legal affairs, Risk management and Governance
Ryosuke Mori	M President and Representative Director	40				○	7	100% (13/13)	●	●		●	●	●	●
Yasuhiro Koba	M Director Executive Vice President	45					7	100% (13/13)	●	●		●	●	●	●
Jun Hasebe	M Outside Director	58	○	○		○	2	100% (13/13)	●	●	●			●	
Hiro Koya	M Outside Director	39	○				-	-		●		●		●	
Keiko Hayashi	F Outside Director (Audit and Supervisory Committee Member)	63	○	○	◎	○	4	100% (13/13)	●	●			●	●	●
Tomoyuki Yamashita	M Outside Director (Audit and Supervisory Committee Member)	48	○	○	○	◎	3	100% (13/13)	●	●		●	●	●	●
Emima Abe	F Outside Director (Audit and Supervisory Committee Member)	44	○	○	○	○	1	100% (10/10)	●						●

Notes:

- ◎ stands for: Chair of the Audit and Supervisory Committee and the Nomination and Compensation Committee, respectively.
- “Age” and “Years served as Director” by each Director are stated as of June 23, 2024.
- “Attendance of the Board of Directors” by each Director is for fiscal 2023. If a director was appointed in the middle of the fiscal year, the attendance after the appointment is stated. In addition to the number of the Board of Directors described above, there was one written resolution that was deemed to have been adopted by the Board of Directors in accordance with laws and regulations and Article 24 of the Company’s Articles of Incorporation.
- The above table does not represent all the knowledge, experience and abilities of the Directors.