Skills Matrix / Reasons for Election of Directors

Board of Directors Skill Matrix

Seven skills have been selected for the skill matrix of the Board of Directors from the perspective of achieving the Mid-term Management Plan "CODE/CHORD 2030."

- Four skills to perform basic functions as a company: "Corporate management", "Legal affairs & risk management", "Finance & accounting", "Human resources strategy"
- Two skills corresponding to the Company's core trinity (R&D, manufacturing, sales): "Business strategy", "R&D/technology/manufacturing"
- One skill corresponding to the cross-border nature of the Company's business fields: "Internationality"

Name	Corporate management	Legal affairs & risk management	Finance & accounting	Human resources strategy	Business strategy	R&D/ technology/ manufacturing	Global perspective
Yuto Matsumoto	○			○	○	○	○
Norimasa Yokoyama	○				○	○	○
Shinichi Sato	○	○	○	○			
Shinichi Matsuno	○			○	○	○	
Masaki Sakai (Outside)				○	○	○	○
Shinobu Fujino (Outside)	○	○		○			
Akira Matsunaga (Outside)		○	○		○		○

* The skill matrix includes the areas expected for each individual. It is not meant to be a comprehensive list of all forms of expertise and experience they may possess.

Reasons for Election of Directors

Directors

Name	Reason for election
Yuto Matsumoto	Since joining the Company in April 1983, he was engaged in research and development and subsequently in sales operations, including overseas business. In November 2016, he was appointed as Representative Director and President of the Company. Since then, he has continued to leverage his extensive experience and knowledge while appropriately fulfilling his duties. Consequently, the Company has judged that he is well-qualified to serve as a Director.
Norimasa Yokoyama	Since joining the Company in April 1988, he has been engaged in research and development and production operations. Currently supervising the Research & Development Department of the Group, he possesses extensive experience and knowledge and has been appropriately fulfilling his duties. Therefore, the Company has judged that he is well-qualified to serve as a Director of the Company.
Shinichi Sato	Since joining the Company in March 2014, he has been engaged in internal control, legal, human resources, sustainability, and accounting operations of the Group, leveraging his extensive experience and knowledge gained during his career in banking. Currently, as the Managing Executive Officer supervising internal control and human resources, he has been appropriately fulfilling his duties. Therefore, the Company has judged that he is well-qualified to serve as a Director of the Company.
Shinichi Matsuno	Since joining the Company in April 1981, he has been widely involved in the Research & Development, Purchasing, Sales and Corporate Planning Departments and operations of a plant as General Manager, and has a wide range of business experience and knowledge at the Company and Group companies. Therefore, the Company judges he is qualified as Director who is an Audit & Supervisory Committee Member.

Outside Directors

Name	Reason for election
Masaki Sakai	He utilizes his extensive knowledge and experience, both that gained since his appointment as a Director who is an Audit & Supervisory Committee Member in June 2019, and that cultivated both in Japan and overseas through his business activities over many years at government ministries. Although he has not been directly involved in corporate management in the past, the Company expects that he will continue to appropriately fulfill his duties for the Company. Therefore, the Company has judged he is qualified as a Director who is an Audit & Supervisory Committee Member.
Shinobu Fujino	She utilizes years of work experience at systems integrator, expertise as a career counselor and a wide range of knowledge and experience as an outside director since her appointment as a Director who is an Audit & Supervisory Committee Member in June 2023. Although she has not been directly involved in corporate management in the past, the Company expects that she can continue to appropriately fulfill her duties. Therefore, the Company has judged she is qualified as a Director who is an Audit & Supervisory Committee Member.
Akira Matsunaga	Since his appointment as a Director who is an Audit & Supervisory Committee Member in June 2025, he has applied to the Company's operations the extensive knowledge and experience he acquired over many years at government ministries, both in Japan and overseas. Although he has not been directly involved in corporate management in the past, the Company expects that he will continue to appropriately fulfill his duties. Therefore, the Company has judged he is qualified as a Director who is an Audit & Supervisory Committee Member.