

Governance

Directors and Executive Officers (as of June 30, 2020)

| Directors | Masaaki Tanaka | Goh Hup Jin | Manabu Minami | Hisashi Hara | Takashi Tsutsui | Toshio Morohoshi | Masayoshi Nakamura | Masataka Mitsuhashi | Miharu Koezuka | Ratio of outside directors on the Board | |
|--|---|---|---|---|--|--|--|---|--|--|--|
| Title | Chairman of the Board Representative Executive Officer President & CEO | Director of the Board Representative of WUTHELAM Group | Director of the Board | Independent Director of the Board | Independent Director of the Board | Independent Director of the Board | Lead Independent Director of the Board | Independent Director of the Board | Independent Director of the Board | 6/9 | |
| Profile | <ul style="list-style-type: none"> Former Director and Deputy President, Mitsubishi UFJ Financial Group, Inc. Former Outside Director, Morgan Stanley Former President & CEO, Union Bank of California, N.A. (currently MUFG Union Bank, N.A.) Advisor, Financial Services Agency (current) External Director, Money Forward, Inc. (current) | <ul style="list-style-type: none"> Managing Director, WUTHELAM HOLDINGS LTD. (current) | <ul style="list-style-type: none"> Former Senior Executive Officer (in charge of financial strategy) | <ul style="list-style-type: none"> Attorney of Law Former Chairman of Nagashima Ohno & Tsunematsu | <ul style="list-style-type: none"> Former Senior Executive Officer, Nomura Securities Co., Ltd. Former President and Representative Director, JASDAQ Securities Exchange, Inc. (currently Japan Exchange Group, Inc.) Former Director and Vice President Executive Officer, Chief External Relations Officer, LIXIL Corporation | <ul style="list-style-type: none"> Former Managing Executive Officer, Fujitsu Limited Former President & CEO, EMC Japan K.K. (currently Dell Technologies Japan Inc.) Former President & CEO, NCR Japan, Ltd. Former President & CEO, Yaskawa Information Systems Corporation (currently YE DIGITAL Corporation) Outside Director, T-GAIA Corporation (current) | <ul style="list-style-type: none"> Former Managing Director, Morgan Stanley Former Director and Senior Executive Officer, Mitsubishi UFJ Securities Co., Ltd. (currently Mitsubishi UFJ Morgan Stanley Securities Co., Ltd.) | <ul style="list-style-type: none"> Certified Public Accountant Former Representative Director, ChuoAoyama PwC Transaction Services Corporation (currently PwC Advisory LLC) Former Representative Director and President, PricewaterhouseCoopers Arata Sustainability Certification Co., Ltd. (currently PricewaterhouseCoopers Sustainability LLC) Audit & Supervisory Board Member (Outside), FUJIFILM Holdings Corporation (current) External Director, Skymark Airlines Inc. (current) | <ul style="list-style-type: none"> Former Representative Senior Managing Director, Takashimaya Company, Limited Former President (Representative Director), Okayama Takashimaya Co., Ltd. Outside Director, Japan Post Holdings Co., Ltd. (current) Outside Director, Nankai Electric Railway Co., Ltd. (current) Director, Okayama Takashimaya Company, Limited (current) Advisor, Takashimaya Company, Limited (current) | | |
| Date of appointment as director | March 2019 | December 2014 | June 2013 | March 2018 | March 2018 | March 2018 | March 2018 | March 2020 | March 2020 | | |
| Number of shares held | 27,632 | None | 21,782 | 8,416 | 7,384 | 6,819 | 9,352 | 2,719 | 2,719 | | |
| Attendance at the Board of Directors meetings | During the term of office in FY2019*1: 19/19 During the term of office in FY2020*2: 5/5 | During the term of office in FY2019*1: 18/19 During the term of office in FY2020*2: 5/5 | During the term of office in FY2019*1: 19/19 During the term of office in FY2020*2: 5/5 | During the term of office in FY2019*1: 19/19 During the term of office in FY2020*2: 5/5 | During the term of office in FY2019*1: 19/19 During the term of office in FY2020*2: 5/5 | During the term of office in FY2019*1: 19/19 During the term of office in FY2020*2: 5/5 | During the term of office in FY2019*1: 19/19 During the term of office in FY2020*2: 5/5 | During the term of office in FY2019*1: 19/19 During the term of office in FY2020*2: 5/5 | During the term of office in FY2019*1: — During the term of office in FY2020*2: 4/5 | During the term of office in FY2019*1: — During the term of office in FY2020*2: 5/5 | |

*1 From late March 2019 to early March 2020 *2 From late March 2020 to end of June 2020

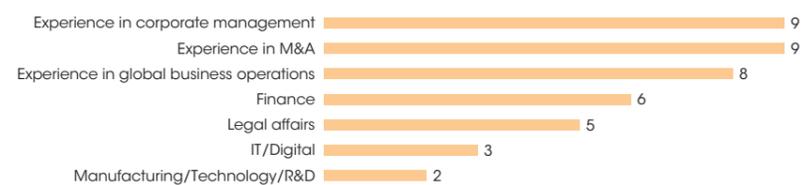
Committee membership

| Committee | Masaaki Tanaka | Goh Hup Jin | Manabu Minami | Hisashi Hara | Takashi Tsutsui | Toshio Morohoshi | Masayoshi Nakamura | Masataka Mitsuhashi | Miharu Koezuka | Number of outside directors serving as committee members |
|-------------------------------|----------------|-------------|---------------|--------------|-----------------|------------------|--------------------|---------------------|----------------|--|
| Nomination Committee | | ○ | | ○ (Chairman) | | ○ | ○ | | | 3/4 |
| Remuneration Committee | | ○ | | | ○ (Chairman) | | ○ | | | 2/3 |
| Audit Committee | | | ○ | | | ○ | | ○ (Chairman) | ○ | 3/4 |

Experience / Expertise

| Experience / Expertise | Masaaki Tanaka | Goh Hup Jin | Manabu Minami | Hisashi Hara | Takashi Tsutsui | Toshio Morohoshi | Masayoshi Nakamura | Masataka Mitsuhashi | Miharu Koezuka | Number of applicable Directors |
|---|----------------|-------------|---------------|--------------|-----------------|------------------|--------------------|---------------------|----------------|--------------------------------|
| Experience in corporate management | ◎ | ◎ | ◎ | ○ | ◎ | ◎ | ○ | ○ | ◎ | 9 |
| Experience in M&A | ○ | ○ | ○ | ◎ | ◎ | ○ | ◎ | ◎ | ◎ | 9 |
| Experience in global business operations | ◎ | ◎ | | ◎ | ◎ | ◎ | ◎ | ◎ | ◎ | 8 |
| Finance | ◎ | ○ | ◎ | | ○ | | ◎ | ◎ | | 6 |
| Legal affairs | ○ | ○ | ◎ | ◎ | | | | | ○ | 5 |
| IT/Digital | ○ | ○ | | | | ◎ | | | | 3 |
| Manufacturing/Technology/R&D | | ◎ | | | | ○ | | | | 2 |

Experience / Expertise



Executive Officers

| | | | |
|---|---|--|---|
| Masaaki Tanaka Representative Executive Officer, President & CEO | Masuo Kida Managing Executive Officer | Tetsuro Fujita Managing Executive Officer (Americas Business) | Hiroshi Hanaoka Executive Officer (Europe Business) |
| Yuichiro Wakatsuki Senior Managing Executive Officer and CFO | Takeshi Shiotani Managing Executive Officer | Atsushi Nagasaka Managing Executive Officer (Europe Business) | Yuri Inoue (scheduled to be appointed on October 1, 2020) Executive Officer and General Counsel |
| Yasuyuki Matsumoto Managing Executive Officer and CAO | Seiichiro Shirahata Managing Executive Officer | Satoshi Nishimura Executive Officer | |
| Shoichi Mure Managing Executive Officer | Kohei Tsushima Managing Executive Officer (Oceania Business) | Yoshiaki Kuroda Executive Officer (Asia Business) | |