

## Skills Matrix of the Board of Directors

The composition of the Board of Directors and skills of each of the Directors and Audit and Supervisory Board members will be as follows.

From the perspective of corporate management, the Nomination and Governance Committee of the Company deliberates on skills that are particularly important to achieving its medium- to long-term management strategy, and the Board of Directors resolves on them.

Skills and Expertise	Masumi Minegishi	Hisayuki Idekoba	Ayano Senaha	Rony Kahan	Naoki Izumiya	Hiroki Totoki	Keiko Honda	Katrina Lake	Yukiko Nagashima	Takashi Nishimura	Yoichiro Ogawa	Katsuya Natori
	Representative Director and Chairperson	Representative Director, President and CEO	Director, Executive Vice President and COO	Director	Director	Director	Director	Director	Standing Audit and Supervisory Board Member	Standing Audit and Supervisory Board Member	Audit and Supervisory Board Member	Audit and Supervisory Board Member
				non-Executive	Outside Independent	Outside Independent	Outside Independent	Outside Independent			Outside Independent	Outside Independent
												
Corporate Management	●	●		●	●	●	●	●	●		●	
Finance						●	●				●	
Legal/Risk Management			●								●	●
Global Business	●	●	●	●	●	●	●	●		●	●	●
Technology	●	●	●	●		●		●		●		●
HR Business	●	●	●	●					●	●		
ESG/ Sustainability			●		●		●					
Transformation	●	●	●	●	●	●	●	●	●	●	●	●

**Independent** Independent Director as reported to the Tokyo Stock Exchange

## **Important Skill and Expertise and Reason for selection**

### ***Corporate Management***

The Company is listed on the Tokyo Stock Exchange Prime Market and operates a wide range of businesses, including HR Technology, Matching & Solutions, and Staffing in more than 60 countries around the world. Therefore, the Company has identified "Corporate Management" as an important skill, as its sustainable growth requires corporate management skills to manage its business portfolio in accordance with the expectations of its diverse stakeholders.

### ***Finance***

To maximize long-term corporate and shareholder value, the Company flexibly and proactively invests in new businesses, research and development, cross-border M&A, and other growth investments. The Company has identified "Finance" as an important skill, as finance strategies are critical to the realization of corporate strategy.

### ***Legal/Risk Management***

In order to ensure the continuous and stable growth of the Company, it has established a systematic risk management system and is actively engaged in risk management while complying with relevant laws and regulations. The Company has identified "Legal/Risk Management" as an important skill because it is necessary for the Board of Directors to determine and oversee effective risk management policies.

### ***Global Business***

The Company operates businesses and services in more than 60 countries and territories around the world. Therefore, the Company has identified "Global Business" as an important skill for making important management decisions.

### ***Technology***

The Company aims to further improve and accelerate the efficiency of matching by leveraging technology and data to provide the best options for individual users and to help corporate clients further improve their business efficiency. To this end, the Company has identified "Technology" as an important skill for making critical management decisions.

### ***HR Business***

The HR Matching market includes job advertising & talent sourcing tools, direct hire, retained search, internal recruitment automation, and temporary staffing. The Company is committed to making it easier and faster for people to get jobs, while reducing the cost and time to hire for employers across the HR Matching market. Our goal is to automate many of the steps in the hiring process and to improve the quality and speed of matching across all three SBUs. To this end, the Company has identified the "HR business" as an important expertise for making key management decisions on the Board of Directors.

### ***ESG/Sustainability***

The Company believes that positive impact on society and the global environment through our entire corporate activities and coexistence and co-prosperity with all stakeholders will lead to our sustainable growth, and the company has defined this as one of its management strategies. To this end, the Company has identified "ESG and Sustainability" as an important expertise for making important management-related decisions at the Board of Directors.

### ***Transformation***

Since our founding, the Company has been committed to "Opportunities for Life" and has achieved sustainable growth by repositioning its business portfolio to eliminate society's disadvantages (dissatisfaction, inconvenience, and anxiety) through the creation of new value. The Company believes that its DNA is to continue transforming itself to create new value, and the Company has identified "Transformation" as a key expertise common to all members of its Board of Directors, both internal and external.

Name	Skills
Masumi Minegishi	<p><b>Corporate Management</b></p> <ul style="list-style-type: none"> <li>- As Representative Director, President and CEO of the Company from 2012 to 2020, Masumi Minegishi has achieved business portfolio reorganization by aggressively investing capital in M&amp;A in the global market to transform the Company into a global technology company. In addition, he has a proven track record of evolving the governance of the Company, having taken the Company public on the Tokyo Stock Exchange in 2014.</li> <li>- He has served as an Outside Director of Konica Minolta, Inc. and an Independent Outside Director of ANA HOLDINGS Inc. since 2022.</li> </ul> <p><b>Global Business</b></p> <ul style="list-style-type: none"> <li>- As Representative Director, President and CEO, he led the Company's transformation into a global company by raising the ratio of overseas sales from approximately 4% in FY2012 to approximately 45% in FY2019.</li> </ul> <p><b>Technology</b></p> <ul style="list-style-type: none"> <li>- As Senior Vice President of the Company, he led the digitalization of the magazine business in the area of sales promotion. After assuming the position of Representative Director, President and CEO, he accelerated digitalization across Japan and led the M&amp;A of a global technology company.</li> </ul> <p><b>HR Business</b></p> <ul style="list-style-type: none"> <li>- As Representative Director, President and CEO, he led the global expansion of the HR business through acquisitions of job matching and staffing companies such as Indeed, Inc. and Glassdoor LLC.</li> </ul> <p><b>Transformation</b></p> <ul style="list-style-type: none"> <li>- By strongly promoting the digitalization of our business, he drove the reorganization of our business portfolio. In addition, he has demonstrated and proven his ability to bring the Company to the global stage through IPOs and M&amp;As.</li> </ul>
Hisayuki Idekoba	<p><b>Corporate Management</b></p> <ul style="list-style-type: none"> <li>- Hisayuki Idekoba led the acquisition of Indeed Inc. in 2012, after which he led its growth as its CEO. Later, as a Director, Senior Executive Vice President of the Company, he drove the transformation of the entire group. He has served as Representative Director, President and CEO from April 2021.</li> </ul> <p><b>Global Business</b></p> <ul style="list-style-type: none"> <li>- He led the Company's post-acquisition growth through cross-border M&amp;A to become a global leader in the HR matching market, and since 2018, he has strongly promoted global governance as a director of the SBU Headquarters overseeing the HR technology and staffing businesses.</li> </ul> <p><b>Technology</b></p> <ul style="list-style-type: none"> <li>- In the area of sales promotion in Japan, he promoted the digitalization of business by transforming the information magazine business using technology and the promotion of online reservations, etc. After the acquisition of Indeed, Inc., he has led the evolution of the global platform business using technology and data.</li> </ul> <p><b>HR Business</b></p> <ul style="list-style-type: none"> <li>- Aiming to create a "Getting a job with the push of a button" he has conceived and strongly led the evolution of HR matching using technology and data beyond the existing framework of the HR business industry.</li> </ul> <p><b>Transformation</b></p> <ul style="list-style-type: none"> <li>- In Japan, he led the digital shift of the information magazine business, thereby reorganizing the business portfolio. He has since transformed the Company into a global HR matching company through cross-border M&amp;A and subsequent business growth.</li> </ul>
Ayano Senaha	<p><b>Legal/Risk Management</b></p> <ul style="list-style-type: none"> <li>- As a Senior Vice President of the Company since 2018, Ayano Senaha has promoted the establishment of a governance structure that balances business strategy and risk management, and has served as the Chairman of the Company's Risk Management Committee since 2021.</li> </ul>

Name	Skills
	<p><b>Global Business</b></p> <ul style="list-style-type: none"> <li>- As a Director of a UK staffing company since 2013 and Managing Director since 2014, she led the growth of the business after cross-border M&amp;A. Since 2018, as Director of the headquarters of the HR Technology business and its main subsidiaries, she has been driving the strengthening of global governance.</li> <li>- Since 2022, she has been a Member of the Board of Directors of Georg Fischer Ltd, a Swiss listed company.</li> </ul> <p><b>Technology</b></p> <ul style="list-style-type: none"> <li>- As a Director of the HR Technology headquarters and its main subsidiaries, she is responsible for the evolution of the business through the use of technology and data.</li> </ul> <p><b>HR Business</b></p> <ul style="list-style-type: none"> <li>- She was in charge of advertising sales for major companies in the HR business in Japan. As a Managing Director of a staffing company in the U.K., she achieved a significant improvement in business performance. In 2018, she became a Director of the HR technology business headquarters and main subsidiaries. She has extensive knowledge and experience in the HR business.</li> </ul> <p><b>ESG/Sustainability</b></p> <ul style="list-style-type: none"> <li>- As a Senior Vice President of the Company, she has been in charge of sustainability since 2018, and in 2021, she integrated "Commitment to Sustainability - Prosper Together" into the Company's corporate strategy as an aggressive approach to sustainability, setting quantitative targets to be achieved by 2030. The Company has been recognized as a global advanced level by institutional investors and ESG rating agencies.</li> </ul> <p><b>Transformation</b></p> <ul style="list-style-type: none"> <li>- In addition to driving the evolution of our globalization and governance, she has made aggressive sustainability our group management strategy and established a group-wide promotion system to achieve our sustainable growth by positively impacting society and the global environment through our entire corporate activities.</li> </ul>
Rony Kahan	<p><b>Corporate Management</b></p> <ul style="list-style-type: none"> <li>- In 1998, Rony Kahan founded a job website for financial professionals, and sold the company in 2003. In 2004, he co-founded Indeed, Inc. and was appointed to the role of President and Chairman, and later served as CEO in 2012 and Chairman in 2013. He has experience and expertise in managing companies in various phases from start-ups to large scale businesses as well as expanding companies into new business areas.</li> </ul> <p><b>Global Business</b></p> <ul style="list-style-type: none"> <li>- By 2012, he had grown Indeed, Inc., which he co-founded, into the #1 job site in the world that serves more than 50 countries (26 languages).</li> </ul> <p><b>Technology</b></p> <ul style="list-style-type: none"> <li>- After starting his first company in the early days of the Internet, he focused on search engine technology that was becoming popular at the time. He founded Indeed, Inc. in 2004 with the goal of creating a job search engine that automatically collects job information regardless of industry, and the company became profitable early. He has extensive knowledge and experience in technology and data-based product development and business operations.</li> </ul> <p><b>HR Business</b></p> <ul style="list-style-type: none"> <li>- He has extensive knowledge and experience in the global job matching business and pioneered the "Job seekers first" philosophy at Indeed, Inc.</li> </ul> <p><b>Transformation</b></p> <ul style="list-style-type: none"> <li>- He has been innovating in the HR matching business at the dawn of the Internet and laid the foundation for the service that became the world's No. 1 job search engine based on the philosophy of "We help people get jobs." After the acquisition of Indeed, he served as Director and Chairman of the Board, furthering the evolution of Indeed, Inc.</li> </ul>
Naoki Izumiya	<p><b>Corporate Management</b></p> <ul style="list-style-type: none"> <li>- As a President and Representative Director of Asahi Breweries, Ltd. since 2010 and the first President and Representative Director, COO of Asahi Group Holdings, Ltd. since the following year, Naoki Izumiya has led large-scale M&amp;A in Japan and abroad to enhance the corporate value of the group, while evolving the governance of the company.</li> </ul>

Name	Skills
	<ul style="list-style-type: none"> <li>- Since 2018, he has served as an Independent Director of Obayashi Corporation and the Company.</li> </ul> <p><b>Global Business</b></p> <ul style="list-style-type: none"> <li>- Since his appointment as President and Representative Director of Asahi Group Holdings, Ltd. (formerly Asahi Breweries, Ltd.), he has led the company's globalization by significantly expanding its overseas sales ratio through numerous large-scale M&amp;A, particularly in Southeast Asia and Australia.</li> </ul> <p><b>ESG/Sustainability</b></p> <ul style="list-style-type: none"> <li>- He promoted initiatives on advanced sustainability themes at Asahi Breweries, Ltd. such as contributing to the creation of a low-carbon society and preserving biodiversity. He also has experience and expertise in establishing a governance structure through the establishment of the Global Sustainability Committee.</li> </ul> <p><b>Transformation</b></p> <ul style="list-style-type: none"> <li>- As a President and Representative Director, he established Asahi Group Holdings, Ltd. and led the transition to a pure holding company and the evolution of the group's governance structure. He has also led the company's portfolio restructuring through domestic and international M&amp;A.</li> </ul>
Hiroki Totoki	<p><b>Corporate Management</b></p> <ul style="list-style-type: none"> <li>- After the launch of Sony Bank Inc., Totoki Hiroki became a Representative Director in 2002. Later, he served as President and CEO of Sony Mobile Communications, Inc. where he carried out structural reform of the smartphone business in 2014. In 2016, he was appointed President and Representative Director of Sony Network Communications Inc. (formerly So-net Corporation). In April 2023, he was appointed as Director, President, COO and CFO, Representative Corporate Executive Officer of Sony Group Corporation. He has extensive knowledge and experience in corporate management necessary for a listed company with global operations.</li> <li>- He has served as an Independent Director of the Company since 2018.</li> </ul> <p><b>Finance</b></p> <ul style="list-style-type: none"> <li>- After working in the finance department and financial subsidiary of Sony Group Corporation (formerly Sony Corporation), he served as the representative of a financial business company and CFO of a group subsidiary. In 2018, he was appointed EVP CFO of Sony Group Corporation (formerly Sony Corporation), and in 2020, he was appointed Director, Executive Deputy President and CFO, Representative Corporate Executive Officer. He has extensive knowledge and experience in finance and accounting necessary to make management decisions for listed companies with global operations.</li> </ul> <p><b>Global Business</b></p> <ul style="list-style-type: none"> <li>- He is responsible for leading the management and business execution of Sony Group Corporation (formerly Sony Corporation), whose overseas sales account for more than 70% of the total sales of the company. He has broad and deep knowledge and experience in global business.</li> </ul> <p><b>Technology</b></p> <ul style="list-style-type: none"> <li>- As the representative of Sony Mobile Communications Inc., he was responsible for the restructuring of the smartphone business. He has also led the company's business growth in the technology-driven field of semiconductor products such as video and audio equipment and image sensors.</li> </ul> <p><b>Transformation</b></p> <ul style="list-style-type: none"> <li>- He was involved in the launch of Sony Bank Inc. and as Representative Director of the bank, led its rapid growth and laid the foundation for its continuous business expansion. He also served as CFO of Sony Group Corporation where he led the company's sustained portfolio transformation.</li> </ul>
Keiko Honda	<p><b>Corporate Management</b></p> <ul style="list-style-type: none"> <li>- Keiko Honda is a former Director of the World Bank Group's Multilateral Investment Guarantee Agency (MIGA), which provides guarantees for risks in developing countries, where she served as Executive Vice President since 2013 and CEO and Executive Vice President since 2014, leading the agency until 2019.</li> <li>- She serves as an Independent Director of AGC Inc. and Outside Director of Mitsubishi UFJ Financial Group, Inc. from 2020 and Independent Director of the Company from 2022.</li> </ul>

Name	Skills
	<p><b>Finance</b></p> <ul style="list-style-type: none"> <li>- She has led projects related to corporate finance and M&amp;A at financial institutions and consulting firms. She is also a member of the United Nations Investments Committee since 2018 and a member of the Expert Committee on Policy Evaluation of the Japanese Financial Services Agency since 2021.</li> </ul> <p><b>Global Business</b></p> <ul style="list-style-type: none"> <li>- In addition to her experience in global financial institutions and consulting firms, she has extensive experience in leading businesses, organizations, and people across countries and regions as the CEO and Executive Vice President of the Multilateral Investment Guarantee Agency (MIGA), an institution of the World Bank Group.</li> </ul> <p><b>ESG/Sustainability</b></p> <ul style="list-style-type: none"> <li>- She has extensive knowledge and expertise from her former role as Adjunct Professor and Adjunct Senior Research Scholar at Columbia University's School of International and Public Affairs, specializing in ESG investments.</li> </ul> <p><b>Transformation</b></p> <ul style="list-style-type: none"> <li>- She was the first female senior partner in Asia at McKinsey &amp; Company. She has also led an organizational transformation at the Multilateral Investment Guarantee Agency (MIGA), significantly expanding the agency's project portfolio and increasing the diversity of its leadership.</li> </ul>
Katrina Lake	<p><b>Corporate Management</b></p> <ul style="list-style-type: none"> <li>- While pursuing a graduate degree at Harvard University, Katrina Lake founded Stitch Fix, Inc. in 2011, which is a technology-based platform business. As CEO, she led the company through its listing on the U.S. NASDAQ stock exchange in 2017, and drove business growth. She also has experience and expertise as an outside Director of several platform companies, including publicly traded companies.</li> <li>- She has served as an Independent Director of the Company since 2023.</li> </ul> <p><b>Global Business</b></p> <ul style="list-style-type: none"> <li>- Stitch Fix, Inc. operates in the U.S. She has a proven track record of achieving business growth by focusing on the optimal matching of brands and stylists in accordance with the needs of users in each region.</li> </ul> <p><b>Technology</b></p> <ul style="list-style-type: none"> <li>- Stitch Fix, Inc. offers a service in which AI-selected products are sorted by real, human personal stylists to provide customers with the most suitable clothes. In 2016, she was named one of the "100 Most Creative People in Business" by Fast Company magazine and appeared in Fortune magazine's "40 Under 40" in the U.S..</li> </ul> <p><b>Transformation</b></p> <ul style="list-style-type: none"> <li>- She has a proven track record of utilizing technology to develop and expand services with high user demand that transcend the boundaries of existing industries and business models. In November, 2017, the company went public on NASDAQ. She is recognized as the youngest woman to go public and the first woman to lead an initial public offering in the technology sector.</li> </ul>
Yukiko Nagashima	<p><b>Corporate Management</b></p> <ul style="list-style-type: none"> <li>- As President and Representative Director of Recruit Staffing Co., Ltd., Yukiko Nagashima has promoted a work style that emphasizes productivity and has created employment opportunities for a more diverse range of individuals.</li> <li>- Since 2019, she has served as an Outside Director of Japan Tobacco Inc.</li> </ul> <p><b>HR Business</b></p> <ul style="list-style-type: none"> <li>- She has led the recruitment advertising and temporary staffing businesses in Japan for our group companies and has served as a board member of HR business industry associations. She has extensive knowledge and experience in the HR business.</li> </ul> <p><b>Transformation</b></p> <ul style="list-style-type: none"> <li>- In our group, she promoted the expansion of the business from the job information business to the sales promotion information business, and the transition from information magazines to the Internet. As an Audit and Supervisory Board member, she has a proven track record of supporting the strengthening of governance to help the Company evolve into a global company.</li> </ul>



Name	Skills
Takashi Nishimura	<p><b>Global Business</b></p> <ul style="list-style-type: none"> <li>- In 2013, when the Company strengthened its overseas business development, Takashi Nishimura became the General Manager of the Overseas Business Management Office, and the following year he was appointed Executive Vice President of Recruit U.S.A.</li> <li>- He later served as a director of Indeed, Inc. and RGF Staffing B.V. (formerly Recruit Global Staffing B.V.), and has a proven track record of promoting the strengthening of group governance on a global scale.</li> </ul> <p><b>Technology</b></p> <ul style="list-style-type: none"> <li>- As Senior Vice President of Indeed, Inc., a subsidiary of the Company, he was in charge of developing new recruiting solutions and services, and led the product development organization with a focus on technology.</li> </ul> <p><b>HR Business</b></p> <ul style="list-style-type: none"> <li>- He has extensive knowledge and experience in the HR business, having led the recruitment advertising business in Japan, the staffing business in Japan and overseas, and the global recruiting platform business at a group company.</li> </ul> <p><b>Transformation</b></p> <ul style="list-style-type: none"> <li>- He was at the forefront of the transformation of our group into a global company. As Senior Vice President of Indeed, Inc., he has a proven track record of creating synergies across SBUs by developing solutions across the HR technology and staffing businesses.</li> </ul>
Yoichiro Ogawa	<p><b>Corporate Management</b></p> <ul style="list-style-type: none"> <li>- Yoichiro Ogawa has extensive experience and knowledge in leading management as a top corporate executive, having served as Vice Chairman of the Board of Directors of Deloitte Touche Tohmatsu Limited and Representative for the Asia-Pacific region, as well as CEO of Deloitte Tohmatsu Group.</li> <li>- Since 2021, he has served as an Outside Director of Honda Motor Co., Ltd.</li> </ul> <p><b>Finance</b></p> <ul style="list-style-type: none"> <li>- After joining Deloitte Touche Tohmatsu LLC (formerly Tohmatsu &amp; Awoki Audit Corporation), he registered as a certified public accountant in 1984. After engaging in international accounting at a US accounting firm, he became a partner of the same firm. He has a wide range of knowledge and expertise in accounting and auditing.</li> </ul> <p><b>Legal/Risk Management</b></p> <ul style="list-style-type: none"> <li>- He has extensive experience in providing client services from a neutral and objective standpoint over a long period of time at audit firms, based on his deep insight into audit work and extensive international experience.</li> </ul> <p><b>Global Business</b></p> <ul style="list-style-type: none"> <li>- After joining Deloitte Touche Tohmatsu LLC, (formerly Tohmatsu &amp; Awoki Audit Corporation), he provided client services in the United States. In 2015, as the representative for the Asia-Pacific region of Deloitte Touche Tohmatsu Limited, where he led cross-border collaboration across countries and regions.</li> </ul> <p><b>Transformation</b></p> <ul style="list-style-type: none"> <li>- As CEO of Deloitte Tohmatsu Group, he accelerated the deployment of solutions in the technology domain and promoted the improvement of service quality and sophistication of security response across the Group. In addition, he has a proven track record of improving organizational diversity by developing leaders in the Asia-Pacific region and promoting women's activities.</li> </ul>
Katsuya Natori	<p><b>Legal/Risk Management</b></p> <ul style="list-style-type: none"> <li>- Katsuya Natori was admitted to the bar in 1986 and joined Nishimura &amp; Asahi (formerly Masuda and Ejiri Law Office). After graduating from the University of Washington School of Law (LL.M.) in 1990, he gained experience in international legal affairs at several US law firms. Later, he has experience leading the legal departments of several global companies.</li> </ul> <p><b>Global Business</b></p> <ul style="list-style-type: none"> <li>- He has served as General Counsel of Apple Japan, Inc. (formerly Apple Computer Co., Ltd.), General Counsel of Oracle Information Systems (Japan) G.K. (formerly Sun Microsystems K.K.), General Counsel and Executive Officer of Fast Retailing Co., Ltd., and General Counsel and Vice President of IBM Japan, Ltd. He has extensive experience in leading the management of companies with global operations.</li> </ul>

Name	Skills
	<p><b>Technology</b></p> <ul style="list-style-type: none"> <li>- In addition to his experience leading the legal department of a global IT company, he also has extensive knowledge and experience in technology, including his role as the head of a technology-driven business process outsourcing business.</li> </ul> <p><b>Transformation</b></p> <ul style="list-style-type: none"> <li>- He has established a role as a general counsel (GC) in Japan, using his legal expertise to control risk and optimize management. He has also served as an Outside Auditor and chairman of third-party committees for various companies based on his deep knowledge of corporate compliance and governance, and has a proven track record of facilitating the optimization of corporate operations.</li> </ul>