

## Expertise and experience of Directors and Audit & Supervisory Board Members (skills matrix)

The Company has sorted out expertise and experience necessary for the Board of Directors to sufficiently fulfill its function and realize the IHI Group's management philosophy and future ideal vision. The following list shows up to three skills that are particularly expected of each Director and Audit & Supervisory Board Member (including candidates), and does not cover all expertise and experience of each person.

	Name	Corporate management	Technology/research and development	Global business	Sales/marketing	ICT/DX	Human Resources management/development	Finance and accounting	Legal/compliance/risk management
Directors	Tsugio MITSUOKA	○	○						○
	Hiroshi IDE	○		○	○				
	Hideo MORITA		○	○					○
	Jun KOBAYASHI			○	○				
	Akihiro SEO						○		○
	Atsushi SATO		○						
Outside Directors	Yoshiyuki NAKANISHI	○		○	○				
	Chieko MATSUDA						○	○	○
	Minoru USUI	○	○	○					
	Toshihiro UCHIYAMA	○		○	○				
	Yayoi TANAKA							○	○
	Kenichiro YOSHIDA							○	
Audit & Supervisory Board Members	Tae HOZOJI								○
	Yasuaki FUKUMOTO							○	
Outside Audit & Supervisory Board Members	Aiko SEKINE							○	
	Yumiko WASEDA								○
	Kazuhiro MUTO			○	○	○			

Skill	Expected competencies based on expertise and experience
Corporate management	Formulate and implement management strategies to achieve sustainable enhancement of corporate value
Technology/research and development	Promote technology development and R&D that contributes to resolving social issues
Global business	Formulate and implement business strategies that contribute to resolving social issues from a global perspective
Sales/marketing	Formulate and implement sales and marketing strategies that contribute to resolving social issues from the customer's perspective
ICT/DX	Formulate and implement new business models and work styles utilizing ICT and DX, and promote IT risk management
Human resources management/development	Formulate and implement human resource strategies to maximize employee potential
Finance and accounting	Formulate and implement financial strategies to achieve sustainable growth in corporate value
Legal/compliance/risk management	Establish transparent, fair, and efficient governance and risk management systems