

Expected skills matrix
of the Board of Directors

Corporate management and management strategy International business Industry knowledge R&D and manufacturing Sales and marketing Financing and accounting Legal affairs and risk management Personnel affairs and development IT and DX Sustainability and ESG										
Toshi K. Funaki Representative Director, Chairman and CEO Mikio Funaki Director, Vice Chairman Takao Funaki Representative Director, Senior Executive Vice President Lei Lu Director, Senior Executive Officer Hiroshi Kobayashi Outside Director OutsideIndependent Hideyuki Ohkubo Outside Director OutsideIndependent Mariko Sugiyama Outside Director OutsideIndependent Yasuo Himeiwa Outside Director Director Audit & Supervisory Committee Member OutsideIndependent Michiko Kanai Outside Director Director Audit & Supervisory Committee Member OutsideIndependent Eri Nakajima Outside Director Director Audit & Supervisory Committee Member OutsideIndependent										

Expected skills matrix of the Board of Directors ○ indicates contributing areas/roles; ● indicates contributing areas/roles with particularly high expectations

	Corporate management and management strategy	International business	Industry knowledge	R&D and manufacturing	Sales and marketing	Financing and accounting	Legal affairs and risk management	Personnel affairs and development	IT and DX	Sustainability and ESG
Criteria	Have experience in corporate management as a (representative) director, executive officer, etc., and considerable knowledge in that area.	Have experience in international business at a company and considerable knowledge in that area.	Have considerable knowledge of industries in which the IDEC Group is involved, such as the control device industry, and the factory automation (FA) industry.	Have experience in product and technology development and manufacturing at a company, and considerable knowledge in that area.	Have experience in the sales department at a company, and considerable knowledge in that area.	Have experience as a certified public accountant, tax accountant, or in finance and accounting at a company, and considerable knowledge in that area.	Have experience in corporate legal affairs and risk management as an attorney, or in a corporate legal department, and considerable knowledge in that area.	Have experience in corporate human resources, such as organizational development and human resource development at a company, and considerable knowledge in that area.	Has considerable knowledge in the IT and digital business fields.	Have considerable knowledge of sustainability and ESG.
Reason	To appropriately oversee management's strategic decision-making with a view to enhancing corporate value over the medium- to long-term.	To assess the validity of business strategies designed to address global markets and international transactions.	To make strategic decisions based on industry trends and the competitive environment.	To assess the validity of strategies aimed at strengthening technological competitiveness and enhancing productivity in manufacturing and product supply.	To enhance the effectiveness of sales and marketing strategies that accurately capture market needs and contribute to improved profitability.	To ensure financial health and enhance capital efficiency, and to oversee the validity of investment decisions.	To ensure sound management through the establishment of a robust legal compliance framework and the mitigation of business risks.	To oversee the organizational foundation that supports sustainable growth by promoting human resource development and succession planning.	To promote business transformation leveraging digital technologies and the creation of new value, thereby strengthening competitiveness.	To integrate environmental, social, and governance issues into management in order to ensure sustainable enhancement of corporate value and trust from society.