

## Reference Documents for the General Meeting of Shareholders

### Proposals and Reference Matters

**Proposal :** Election of Eight (8) Directors (excluding Directors who are Audit and Supervisory Committee Members)

The terms of office of all eleven (11) Directors (excluding Directors who are Audit and Supervisory Committee Members) in office will expire at the conclusion of this General Meeting of Shareholders. Accordingly, the Company proposes the election of eight (8) Directors (excluding Directors who are Audit and Supervisory Committee Members) by decrease of three (3) in order to improve the efficiency of the management system.

This Proposal was determined by the Board of Directors after obtaining advice and suggestions from the voluntary Nomination and Compensation Advisory Committee, of which the majority is comprised of Independent Outside Directors. In addition, Audit and Supervisory Committee also concluded that each candidate is appropriate for Director of the Company with respect to this Proposal.

The candidates for Director (excluding Directors who are Audit and Supervisory Committee Members) are as follows:

Candidate No.	Name	Current position and responsibilities within the Company	
1	[Reelection] Akira Tanaka	Representative Director, President & CEO	
2	[Reelection] Hitoshi Yamamoto	Board Director, Managing Executive Officer, responsible for Corporate Strategy	
3	[Reelection] Junichi Onoue	Board Director, Managing Executive Officer, responsible for Corporate Management	
4	[New election] Tami Ihara	—	
5	[Reelection] Jun Otomo	Board Director	Outside
6	[Reelection] Kenji Shimizu	Board Director	Outside
7	[Reelection] Hiroyuki Fukuda	Board Director	Outside Independent
8	[Reelection] Kiyoshi Nagai	Board Director	Outside Independent

No. <b>1</b>	[Reelection]	<b>Akira Tanaka</b> (September 12, 1954)
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Term of office as Director: Eight (8) years	Attendance at the Board of Directors meetings: 13 out of 13 (100%)	Number of the Company's shares owned: 60,732
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Career summary, position, responsibilities within the Company, and significant concurrent position outside the Company

Jun. 2000 Director of Contents Business Department of Nippon Television Network Corporation (NTV; now: Nippon Television Holdings, Inc.)

Jun. 2003 Director of Programming Department of NTV

Dec. 2004 Deputy General Manager of Media Strategy Planning & Development Division of NTV

Jun. 2005 Managing Executive Officer of SKY Perfect Communications Inc. (now: SKY Perfect JSAT Corporation)

Oct. 2008 Senior Managing Executive Officer of SKY Perfect JSAT Corporation

Aug. 2010 President and Representative Director of SKY Perfect Entertainment Inc.

Jun. 2013 Board Director of SKY Perfect JSAT Holdings Inc. Senior Managing Executive Officer and Director, and Director of Multichannel Pay TV Business Group of SKY Perfect JSAT Corporation

Jun. 2015 Corporate Adviser of the Company  
President of the Company

Jun. 2020 Representative Director, President & CEO of the Company (current position)

Reasons for nomination as a candidate for Director

Akira Tanaka has been involved in the Group's management as President since 2015, where he has used his wealth of experience in the broadcasting industry. The Company has once again nominated him as a candidate for Director because it believes he is the most suitable person who can contribute to the realization of the Company's growth strategy and the Group's strategy to improve the corporate value, and who can be expected to supervise the entire Group in an appropriate manner.

No.	2	[Reelection]	Hitoshi Yamamoto (November 16, 1964)
Term of office as Director:	Attendance at the Board of Directors meetings:	Number of the Company's shares owned:	
Four (4) years	13 out of 13 (100%)	28,391	

Career summary, position, responsibilities within the Company, and significant concurrent position outside the Company

- Oct. 1990    Joined the Company
- Jun. 2007    Director of Promotion Department of the Company
- Jul. 2012    Director of Digital Contents Office of the Company
- Jul. 2013    General Manager of Marketing Division of the Company
- Jul. 2016    General Manager of Programming Division of the Company
- Jun. 2018    General Manager of Human Resources and General Affairs Division of the Company
- Jul. 2018    Executive Officer and General Manager of Human Resources and General Affairs Division of the Company
- Jun. 2019    Board Director, responsible for Human Resources and General Affairs Division of the Company  
General Manager of Human Resources and General Affairs Division of the Company
- Jun. 2020    Board Director, Executive Officer, responsible for Human Resources and General Affairs Division of the Company  
General Manager of Human Resources and General Affairs Division of the Company
- Aug. 2020    Board Director, Executive Officer, responsible for Human Resources and General Affairs, and SDGs Divisions of the Company
- Apr. 2021    Board Director, Executive Officer, responsible for Strategy Integration, Risk Management and Compliance Divisions, and Group Management of the Company
- Apr. 2022    Board Director, Executive Officer, responsible for Corporate Strategy, New Business Development, Group Management, and Risk Management and Compliance Divisions of the Company
- Jun. 2022    Board Director, Managing Executive Officer, responsible for Corporate Strategy, New Business Development, and Risk Management Divisions of the Company
- Dec. 2022    Board Director, Managing Executive Officer, responsible for Corporate Strategy, New Business Development, Risk Management Divisions, and Advisor for Human Resources of the Company
- Apr. 2023    Board Director, Managing Executive Officer, responsible for Corporate Strategy of the Company (current position)

Reasons for nomination as a candidate for Director

Hitoshi Yamamoto has a track record as a corporate manager and has been involved in the Company's management. In particular, he has earned strong praise for his skills in the field of corporate strategy, and has endeavored to improve the corporate value of the Company. The Company has once again nominated him as a candidate for Director because of this track record.

No.	[Reelection]	<b>Junichi Onoue</b> (September 7, 1965)
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Term of office as Director: Four (4) years	Attendance at the Board of Directors meetings: 13 out of 13 (100%)	Number of the Company's shares owned: 16,591
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Career summary, position, responsibilities within the Company, and significant concurrent position outside the Company

- Jun. 1992 Joined the Company
- Jul. 2008 Director of Investor Relations, Finance & Accounting Department, Investor Relations, Finance & Accounting Division of the Company
- Jun. 2013 General Manager of Investor Relations, Finance & Accounting Division and Director of Investor Relations, Finance & Accounting Department of the Company
- Jul. 2015 General Manager of Investor Relations, Finance & Accounting Division of the Company
- Jul. 2018 Executive Officer and General Manager of Investor Relations, Finance & Accounting Division of the Company
- Jun. 2019 Board Director, responsible for Investor Relations, Finance & Accounting Division of the Company  
General Manager of Investor Relations, Finance & Accounting Division and General Manager of Office of the President of the Company
- Jul. 2019 Board Director, responsible for Investor Relations, Finance & Accounting and Strategy Integration Divisions of the Company  
General Manager of Investor Relations, Finance & Accounting and Strategy Integration Divisions of the Company
- Jun. 2020 Board Director, Executive Officer, responsible for Investor Relations, Finance & Accounting and Strategy Integration Divisions of the Company  
General Manager of Investor Relations, Finance & Accounting and Strategy Integration Divisions of the Company
- Aug. 2020 Board Director, Executive Officer, responsible for Finance & Accounting, Strategy Integration and Risk Management and Compliance Divisions of the Company
- Apr. 2021 Board Director, Executive Officer, responsible for Finance & Accounting, Human Resources and General Affairs, and SDGs Divisions of the Company
- Jun. 2022 Board Director, Managing Executive Officer, responsible for Finance & Accounting, Human Resources and General Affairs, and SDGs Divisions of the Company
- Apr. 2023 Board Director, Managing Executive Officer, responsible for Corporate Management of the Company (current position)

Reasons for nomination as a candidate for Director

Junichi Onoue has a track record as a corporate manager and has been involved in the Company's management. In particular, he has earned strong praise for his wealth of experience and skills in Corporate Management such as accounting, general affairs and investor relations, and also has endeavored to improve the corporate value of the Company. The Company has once again nominated him as a candidate for Director because of this track record.



No.	[Reelection]	<b>Jun Otomo</b> (April 15, 1965)	<b>Outside</b>
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Term of office as Director: Three (3) years	Attendance at the Board of Directors meetings: 12 out of 13 (92%)	Number of the Company's shares owned: -
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Career summary, position, responsibilities within the Company, and significant concurrent position outside the Company

- Apr. 1988 Joined Tokyo Broadcasting System, Inc. (TBS; now: TBS HOLDINGS, INC.)
  - Oct. 2004 Deputy Manager of Coverage Center Department, News Division of TBS
  - Jan. 2008 Bureau Chief of New York Bureau, News Bureau of TBS
  - Feb. 2012 General Manager in charge of Secretariat Department, President's Office of Tokyo Broadcasting System Television, Inc. (TBS TV)
  - Jul. 2015 Deputy General Manager of Responsible Division for President's Office of TBS TV; Secretariat Department, Managerial Planning Division and Business Innovation Office of Tokyo Broadcasting System Holdings, Inc. (currently seconded to Tokyo Broadcasting System Holdings, Inc. (now: TBS HOLDINGS, INC.))
  - Apr. 2016 General Manager of Editing Department, TBS News of TBS TV
  - Jul. 2018 General Manager of Media Strategy and Planning Office of TBS TV
  - Jun. 2020 Board Director of the Company (current position)  
Board Director of TBS TV (current position)
- [Significant concurrent position outside the Company]  
Board Director of TBS TV  
Outside Corporate Auditor, SKY Perfect JSAT Holdings Inc.

Reasons for nomination as a candidate for Outside Director, and overview of expected role

The Company has once again nominated Jun Otomo as a candidate for Outside Director because it expects he can utilize his knowledge and management experience gained from other companies in the same industry for the benefit of the Company's management. In the event that he is elected, he is expected to be closely involved in advisory and supervisory functions from an objective and neutral standpoint, such as by leveraging the experience described above to contribute comments at meetings of the Board of Directors that help ensure the validity and appropriateness of the Company's decision-making.

No.	[Reelection]	<b>Kenji Shimizu</b> (January 3, 1961)	<b>Outside</b>
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Term of office as Director: Two (2) years	Attendance at the Board of Directors meetings: 11 out of 13 (85%)	Number of the Company's shares owned: –
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Career summary, position, responsibilities within the Company, and significant concurrent position outside the Company

- Apr. 1983 Joined Fuji Television Network, Inc. (Fuji TV; now: Fuji Media Holdings, Inc.)
- Jun. 2012 General Manager, Media Development Department, Fuji Television Network, Inc.
- Jun. 2013 General Manager, Business Development & Enterprises Department, Fuji Television Network, Inc.
- Jun. 2014 Executive Managing Officer and General Manager, Business Development & Enterprises Department, Fuji Television Network, Inc.
- Jul. 2017 Senior Executive Managing Officer, in charge of Corporate Planning, Fuji Media Holdings, Inc.  
Senior Executive Managing Officer and General Manager, Corporate Planning Department, Fuji TV
- Jun. 2018 Director of Iwate Menkoi Television Co., Ltd
- May 2019 Director of Fujipacific Music Inc. (current position)
- Jun. 2019 Executive Managing Director, in charge of Corporate Planning and Public & Investor Relations, Fuji Media Holdings, Inc.  
Executive Managing Director, in charge of Corporate Planning, Fuji TV  
Audit & Supervisory Board Member, Pony Canyon Inc. (current position)  
Director of San-in Chuo Television Broadcasting Co., Ltd.  
Director of Kagoshima Television Station Co., Ltd.
- Jun. 2020 Director of Nihon Eiga Broadcasting Corp. (current position)
- Jun. 2021 Board Director of the Company (current position)  
Senior Executive Managing Director, in charge of Corporate Planning and Public & Investor Relations, Fuji Media Holdings, Inc.  
Senior Executive Managing Director, in charge of Supervision of Corporate Planning, Fuji TV  
Audit & Supervisory Board Member, Fuji Satellite Broadcasting, Inc. (current position)
- Jun. 2022 Executive Vice President, in charge of Corporate Planning and Public & Investor Relations, Fuji Media Holdings, Inc. (current position)

[Significant concurrent position outside the Company]

Executive Vice President, Fuji Media Holdings, Inc.; Director of Fujipacific Music Inc.; Audit & Supervisory Board Member, Pony Canyon Inc.; Audit & Supervisory Board Member, Fuji Satellite Broadcasting, Inc.; Director of Nihon Eiga Broadcasting Corp.; Outside Director, Japan International Broadcasting Inc.; Outside Director, SKY Perfect JSAT Holdings Inc.; Outside Director, SPACE SHOWER NETWORKS INC.

Reasons for nomination as a candidate for Outside Director, and overview of expected role

The Company has once again nominated Kenji Shimizu as a candidate for Outside Director because it expects he can utilize his knowledge and management experience gained from other companies in the same industry for the benefit of the Company's management. In the event that he is elected, he is expected to be closely involved in advisory and supervisory functions from an objective and neutral standpoint, such as by leveraging the experience described above to contribute comments at meetings of the Board of Directors that help ensure the validity and appropriateness of the Company's decision-making.

No.	[Reelection]	<b>Hiroyuki Fukuda</b> (July 9, 1961)	<table border="1"> <tr><td>Outside</td></tr> <tr><td>Independent</td></tr> </table>	Outside	Independent
Outside					
Independent					

Term of office as Director: One (1) year	Attendance at the Board of Directors meetings: 9 out of 10 (90%)	Number of the Company's shares owned: -
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Career summary, position, responsibilities within the Company, and significant concurrent position outside the Company

- Apr. 1985 Joined Nippon Television Network Corporation (NTV; now: Nippon Television Holdings, Inc.)
- Jul. 2007 Director of Sales Planning & Administration Department, Sales Division of NTV
- Jul. 2009 Director of Business Planning & Administration Department, Programming Strategy Center, Programming Division of NTV
- Jul. 2010 Director of Programming Strategy Department, Programming Strategy Center, Programming Division of NTV
- Jul. 2011 Director of Programming Department, Programming Division of NTV
- Jun. 2012 Deputy Manager of Programming Division and Director of Programming Department of NTV
- Oct. 2012 Deputy Manager of Programming Division and Director of Programming Department of NTV (Nippon Television Network Corporation, which succeeded all businesses other than certain group operations management business of the former Nippon Television Network Corporation, which changed its company name to Nippon Television Holdings, Inc. on October 1, 2012)
- Jun. 2013 Deputy Manager and Chief Producer of Production Division of NTV
- Jun. 2014 General Manger of Production Division of NTV
- Jun. 2016 Executive Officer, General Manager of Programming Division of NTV
- Jun. 2018 Director, Executive Officer, General Manager of Programming Division in charge of News & Production and Sports of NTV
- Jun. 2019 Director, Executive Officer in charge of Programming, News & Production, and Sports of NTV
- Jun. 2020 Director, Executive Officer in charge of Overseas Business, Business, Programming, News & Production, and Sports of NTV
- Oct. 2020 Director, Executive Officer in charge of Global Business, Programming, News & Production, and Sports of NTV
- Jun. 2021 Director, Managing Executive Officer in charge of Programming, News & Production, and Sports of NTV  
Operating Officer in charge of Programming Strategy of Nippon Television Holdings, Inc.
- Jun. 2022 Board Director, Chief Content Officer, General Manager of Content Strategy, Supervision of Content Strategy, Production (Scripted & Unscripted) and Sports of NTV (current position)  
Board Director of the Company (current position)  
Senior Operating Officer in charge of Programming Strategy of Nippon Television Holdings, Inc. (current position)

[Significant concurrent position outside the Company]

Senior Operating Officer of Nippon Television Holdings, Inc.  
Board Director, Chief Content Office of NTV

Reasons for nomination as a candidate for Outside Director, and overview of expected role

The Company has once again nominated Hiroyuki Fukuda as a candidate for Outside Director because it expects he can utilize his knowledge and management experience gained from other companies in the same industry for the benefit of the Company's management. In the event that he is elected, he is expected to be closely involved in advisory and supervisory functions from an objective and neutral standpoint, such as by leveraging the experience described above to contribute comments at meetings of the Board of Directors that help ensure the validity and appropriateness of the Company's decision-making.



No. 8	[Reelection]	Kiyoshi Nagai (August 3, 1964)	Outside Independent
Term of office as Director: One (1) year	Attendance at the Board of Directors meetings: 9 out of 10 (90%)	Number of the Company's shares owned: -	

Career summary, position, responsibilities within the Company, and significant concurrent position outside the Company

Apr. 1987 Joined DENTSU INC.

Jan. 2005 General Manager of Spot 1 Department, TV Division of DENTSU INC.

May 2007 General Manager of Network 1 Department, TV Division of DENTSU INC.

Oct. 2011 Deputy General Manager of TV & Entertainment Division and General Manager of Business Promotion Department of DENTSU INC.

Apr. 2014 General Manager of Media Business Promotion Division of DENTSU INC.

Jan. 2016 General Manager of Radio & TV Division of DENTSU INC.

Jan. 2019 General Manager of Business Produce Division of DENTSU INC.

Jan. 2021 Executive Officer of DENTSU INC.

Jan. 2022 Executive Officer supervising Media & Contents of DENTSU INC.

Jun. 2022 Board Director of the Company (current position)

Jan. 2023 Managing Executive Officer supervising Media & Contents of DENTSU INC. (current position)

[Significant concurrent position outside the Company]

Managing Executive Officer of DENTSU INC.

Member of the Board of Directors of LIVE BOARD, INC.

Corporate Auditor of 47CLUB INC.

Corporate Auditor of YAMAGATA AD BUREAU Co., Ltd.

Director of NAGANO AD BUREAU INC.

Reasons for nomination as a candidate for Outside Director, and overview of expected role

The Company has once again nominated Kiyoshi Nagai as a candidate for Outside Director because it expects he can utilize his specialized knowledge and experience in business execution gained from management roles in the advertising industry for the benefit of the Company's management. In the event that he is elected, in addition to leveraging the experience described above to contribute comments at meetings of the Board of Directors that help ensure the validity and appropriateness of the Company's decision-making, as a member of the Nomination and Compensation Advisory Committee he is expected to be involved from an objective and neutral standpoint in the nomination of the Company's candidates for officer, and the determination of director remuneration.

Notes:

1. The number of Board of Directors meetings held varies among candidates as their terms of office vary.
2. The candidates for Director, Jun Otomo, Kenji Shimizu, Hiroyuki Fukuda and Kiyoshi Nagai are candidates for Outside Director.
3. A candidate for Outside Director, Jun Otomo, is a Board Director of TBS TV which engages in the broadcasting business, a subsidiary of TBS HOLDINGS, INC., which falls under other affiliated companies and is a major shareholder of the Company. In addition, Jun Otomo serves as Outside Corporate Auditor of SKY Perfect JSAT Holdings Inc. The Company has a business relationship in video and broadcasting with TBS TV and in fee-based satellite broadcasting and operations with SKY Perfect JSAT Corporation, which engages in the broadcasting business and is a subsidiary of SKY Perfect JSAT Holdings Inc.
4. A candidate for Outside Director, Kenji Shimizu, concurrently serves as Executive Vice President of Fuji Media Holdings, Inc., which falls under other affiliated companies and is a major shareholder of the Company. He also concurrently serves as Director of Fujipacific Music Inc.; as Audit & Supervisory Board Member of Pony Canyon Inc.; as Audit & Supervisory Board Member of Fuji Satellite Broadcasting, Inc., which engages in the broadcasting business. All of these companies are subsidiaries of Fuji Media Holdings, Inc. In addition, he concurrently serves as Director of Nihon Eiga Broadcasting Corp., which falls under equity-method affiliates of Fuji Media Holdings, Inc. and engages in the broadcasting business. In addition, he concurrently serves as Outside Director, Japan International Broadcasting Inc., which engages in the broadcasting business; as Outside Director of SKY Perfect JSAT Holdings Inc.; and as Outside Director of SPACE SHOWER NETWORKS INC., which engages in the broadcasting business. The Company has a business relationship in program production with Fujipacific Music Inc.; in broadcasting & online video distribution with Pony Canyon Inc.; in video and broadcasting with Fuji Satellite Broadcasting, Inc.; and in video and broadcasting, etc. with other subsidiaries of Fuji Media Holdings, Inc. The Company also has a business relationship in sharing film business revenue with Nihon Eiga Broadcasting Corp.; in fee-based satellite broadcasting and operations with SKY Perfect JSAT Corporation, which engages in the broadcasting business and is a subsidiary of SKY Perfect JSAT Holdings Inc.; and in video and broadcasting with SPACE SHOWER NETWORKS INC.
5. A candidate for Director, Hiroyuki Fukuda, concurrently serves as Senior Operating Officer of Nippon Television Holdings Inc. and as Director, Managing Executive Officer of Nippon Television Network Corporation, which engages in the broadcasting business and is a subsidiary of Nippon Television Holdings Inc. The Company has a business relationship in video and broadcasting, etc. with Nippon Television Network Corporation

- and other subsidiaries of Nippon Television Holdings Inc. In addition, he is planned to be promoted to Senior Executive Operating Officer from Managing Executive Officer of Nippon Television Network Corporation of as of June 29, 2023.
6. A candidate for Director, Kiyoshi Nagai, concurrently serves as Managing Executive Officer of DENTSU INC. In addition, he concurrently serves as Member of the Board of Directors of LIVE BOARD, INC., as Corporate Auditor of 47CLUB INC., as Corporate Auditor of YAMAGATA AD BUREAU Co., Ltd., and as Director of NAGANO AD BUREAU INC. All of these companies fall under equity-method affiliates of Dentsu Group Inc. The Company has a business relationship in advertising consignment services with DENTSU INC. and other subsidiaries of Dentsu Group Inc.
  7. Other than the above, there are no special interests between each of the candidates and the Company.
  8. Pursuant to the provisions of Article 427, Paragraph 1 of the Companies Act, the Company has concluded an agreement with Jun Otomo, Kenji Shimizu, Hiroyuki Fukuda and Kiyoshi Nagai to limit liability for damages as prescribed in Article 423, Paragraph 1 of the same Act. The maximum amount of liability under said agreement is the maximum liability amount as provided under the relevant laws and regulations. If the reelection of Jun Otomo, Kenji Shimizu, Hiroyuki Fukuda and Kiyoshi Nagai is approved, the Company intends to continue said agreement.
  9. The Company has entered into an officers, etc. liability insurance contract stipulated in Article 430-3, Paragraph 1 of the Companies Act with an insurance company, whereby the insured shall be compensated for losses related to legal damages and legal costs, etc. for which they are responsible. In the event that the election of the candidates is approved, they shall each be included in the insured under this contract. When this contract is next renewed, the Company intends to extend it on the same terms and conditions.
  10. The Company has registered Hiroyuki Fukuda and Kiyoshi Nagai as Independent Officers stipulated by the Tokyo Stock Exchange. In the event that the reelection of the candidates is approved, the Company continuously intends to register them as Independent Officers stipulated by the Tokyo Stock Exchange.
  11. The number of the Company's shares owned is as of March 31, 2023.

[Reference]

### Skill Matrix of Board of Directors (Plan)

The Company has introduced Executive Officer System. The skill matrix of the knowledge, experience, capabilities, etc. of each Director in the event that Proposal is approved at this General Meeting of Shareholders is as follows.

Name	Position	Independence	Knowledge, experience, capabilities, etc. expected by the Company			
			Management		Industry (Entertainment)	Marketing
			Experience as a top management official	Corporate strategy/ Business strategy		
Akira Tanaka	Representative Director, President & CEO		●	●	●	●
Hitoshi Yamamoto	Board Director, Executive Vice President			●		●
Tami Ihara	Board Director, Senior Managing Executive Officer			●	●	●
Junichi Onoue	Board Director, Managing Executive Officer			●		
Jun Otomo	Outside Director			●	●	●
Kenji Shimizu	Outside Director		●	●	●	●
Hiroyuki Fukuda	Outside Director	●		●	●	●
Kiyoshi Nagai	Outside Director	●		●	●	●
Fumihiro Yamanouchi	Director (Audit and Supervisory Committee Member)			●	●	●
Takashi Kusama	Outside Director (Audit and Supervisory Committee Member)	●	●	●		
Hideyuki Takahashi	Outside Director (Audit and Supervisory Committee Member)	●	●	●		
Mitsuru Murai	Outside Director (Audit and Supervisory Committee Member)	●	●	●	●	●

Name	Position	Knowledge, experience, capabilities, etc. expected by the Company				
		DX/ICT/ Technology	Personnel and labor/ Human resources development/ Organizational personnel	Financial affairs/ Accounting/ Tax affairs	Risk management and Compliance	Sustainability (ESG/SDGs)
Akira Tanaka	Representative Director, President & CEO		●		●	●
Hitoshi Yamamoto	Board Director, Executive Vice President		●		●	●
Tami Ihara	Board Director, Senior Managing Executive Officer				●	●
Junichi Onoue	Board Director, Managing Executive Officer		●	●	●	●
Jun Otomo	Outside Director				●	
Kenji Shimizu	Outside Director				●	
Hiroyuki Fukuda	Outside Director				●	
Kiyoshi Nagai	Outside Director	●			●	
Fumihiro Yamanouchi	Director (Audit and Supervisory Committee Member)		●		●	
Takashi Kusama	Outside Director (Audit and Supervisory Committee Member)		●	●	●	●
Hideyuki Takahashi	Outside Director (Audit and Supervisory Committee Member)		●	●	●	●
Mitsuru Murai	Outside Director (Audit and Supervisory Committee Member)		●		●	●

\* This list does not indicate all of the knowledge, experience, capabilities, etc. possessed by each Director and candidate for Director.

The Company has introduced the Executive Officer System. The skill matrix of the knowledge, experience, capabilities, etc. of each Executive Officer who is not concurrently serving as Director after this General Meeting of Shareholders is as follows.

		Knowledge, experience, capabilities, etc. expected by the Company			
Name	Position	Management		Industry (Entertainment)	Marketing
		Experience as a top management official	Corporate strategy/ Business strategy		
Hideki Tashiro	Senior Managing Executive Officer	●	●	●	
Michihiro Ishizu	Managing Executive Officer			●	
Atsushi Hirota	Executive Officer			●	●
Seiichi Yokoyama	Executive Officer		●	●	●
Toshihiko Okuno	Executive Officer		●	●	
Hiroki Tooyama	Executive Officer			●	●

Name	Position	DX/ICT/ Technology	Personnel and labor/ Human resources development/ Organizational personnel	Financial affairs/ Accounting/ Tax affairs	Risk management and Compliance	Sustainability (ESG/SDGs)
Hideki Tashiro	Senior Managing Executive Officer					
Michihiro Ishizu	Managing Executive Officer	●			●	
Atsushi Hirota	Executive Officer	●				
Seiichi Yokoyama	Executive Officer		●			
Toshihiko Okuno	Executive Officer	●	●		●	
Hiroki Tooyama	Executive Officer					●

\* This list does not indicate all of the knowledge, experience, capabilities, etc. possessed by each Executive Officer and candidate for Executive Officer who is not concurrently serving as Director.