Committees and Chairpersons for Fiscal 2023

[2] Policy Committees

(1) Resurgent Dynamism

Overall Supervision: AKIIKE Reiko (Co-Chairperson-Japan, Boston Consulting Group)

MASHITA Naoaki (Group CEO & Founder, V-cube, Inc.)

TAKASHIMA Kohey (Representative Director, CEO, Oisix ra daichi Inc.)

DATE Miwako (President & CEO, MORI TRUST Co., Ltd.)

YAMAGUCHI Akio (General Manager & President, IBM Japan, Ltd.)

TERADA Kohei (President, Warehouse TERRADA)

Corporate Transformation Committee

(Vice Chairperson in charge)
YAMAGUCHI Akio

[Chairpersons of Committee]



YAMAGUCHI Akio General Manager & President, IBM Japan, Ltd.



KAWASAKI Tatsuo Co-Founder & Partner, Unison Capital, Inc.



HIRANO Hirofumi CEO - Japan, KKR Japan Ltd.



YOSHIDA Kenichiro Chairman & CEO, Sony Group Corp.

Leading SME Revitalization Committee

(Vice Chairperson in charge) TERADA Kohei

(Chairpersons of Committee)



TERADA KoheiPresident,
Warehouse TERRADA



IMAI Seiji
Member of the Board of Directors,
Chairman,
Mizuho Financial Group, Inc.

Service Industry Revitalization Committee

[Vice Chairpersons in charge]
TAKASHIMA Kohey
DATE Miwako

[Chairpersons of Committee]



DATE Miwako
President & CEO,
MORI TRUST Co., Ltd.



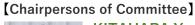
KIKUCHI Tadao Chairman, ROYAL HOLDINGS Co., Ltd.



MIZUTOME Koichi
President & CEO,
FOOD & LIFE COMPANIES LTD.

Sports Entertainment Business Revitalization Committee

[Vice Chairperson in charge]
TAKASHIMA Kohey
[Chairpersons of Committee]





KITAHARA Yoshikazu Representative Director, Chairman & CEO, TOKYO DOME Corp.



HAGA Bin Chairman of the Board, Representative Director, JCOM Co., Ltd.



HIROTA Yasuhito Chairman and CEO, Representative Director, ASICS Corp.

Corporate DX Promotion Committee

[Vice Chairperson in charge]
MASHITA Naoaki
[Chairpersons of Committee]



ITO Joichi
Director, Senior Managing
Executive Officer & Chief Architect,
Digital Garage, Inc.



SUZUKI KunimasaRepresentative Director & President,
Intel K. K.

Regulatory Reform Committee

[Vice Chairperson in charge]MASHITA Naoaki[Chairpersons of Committee]



MASHITA Naoaki Group CEO & Founder, V-cube, Inc.



TODOROKI Maiko
President & CEO,
Poppins Corp.



MUTO Shinsuke
President,
Tetsuyu Institute Medical Corp.

Political and Administrative Reform Committee

[Vice Chairpersons in charge]
AKIIKE Reiko
TAKASHIMA Kohey
[Chairpersons of Committee]



AKIIKE Reiko Co-Chairperson-Japan, Boston Consulting Group



TAKASHIMA Kohey
Representative Director, CEO,
Oisix ra daichi Inc.



YAMASHITA Yoshinori Representative Director, Chairperson, Ricoh Co., Ltd.



KOZU TakashiPresident & CEO,
The Securities Analysts Association of Japan

(2) Transformation to Sustainable Society

Overall Supervision: TASHIRO Keiko (Member of the Board, Deputy President, Daiwa Securities Group Inc.) SUZUKI Jun (Senior Advisor, TEIJIN Ltd.)

Global Sustainability Committee

[Vice Chairpersons in charge]
TASHIRO Keiko
SUZUKI Jun
[Chairpersons of Committee]



TAKAHARA Takahisa
Representative Director President
& CEO,
Unicharm Corp.



HAYASHI Reiko
Director & Deputy President,
BofA Securities Japan Co., Ltd.



HIRAI Yoshinori Representative Director, President & CEO, AGC Inc.

Energy Committee

[Vice Chairpersons in charge]
TASHIRO Keiko
SUZUKI Jun
[Chairpersons of Committee]



KENGAKU Shin-ichiroRepresentative Director, President,
SPARX Innovation for Future Co., Ltd.



HYODO MasayukiRepresentative Director,
President & CEO,
Sumitomo Corp.

Advanced Science and Technology Strategy Committee

[Vice Chairpersons in charge]
TASHIRO Keiko
SUZUKI Jun
[Chairpersons of Committee]



ISHIGURO FujiyoOutside Director,
Pegasus Tech Holdings, K.K.



NAMBU Toshikazu Adviser, Sumitomo Corp.



KITANO Hiroaki
Senior Executive Vice President &
CTO,Corporate Executive Officer,
Sony Group Corp.



HIGUCHI Yasuyuki President & CEO, Panasonic Connect Co., Ltd.



YUKAWA Hideaki CEO, Utilization of Carbon Dioxide Insutitute Co.,Ltd.