

Skills Matrix of the Board

			Corporate management:	Finance/Accounting	Legal/Risk management:	Expertise
Kazuo Sumi	Chairman and Representative Director, Group Chief Executive Officer	Male	●	●	●	
Takehiro Sugiyama	President and Representative Director	Male	●	●		
Masao Shin	Executive Vice President and Representative Director	Male	●	●	●	
Noriyuki Inoue	Outside Independent Officer Director	Male	◎			
Noriko Endo	Outside Independent Officer Director	Female				◎ Public and Government Policy
Yuki Tsuru	Outside Independent Officer Director	Female			◎	
Yoshishige Shimatani	Director	Male	◎			
Naoya Araki	Director	Male	◎			
Masayoshi Ishibashi	Director, Audit & Supervisory Committee Member (Full-time)	Male	●	●		
Junzo Ishii	Outside Independent Officer Director, Audit & Supervisory Committee Member	Male				◎ Management Studies
Michiari Komiyama	Outside Independent Officer Director, Audit & Supervisory Committee Member	Male			◎	

● Knowledge, experience and abilities held by directors from within Hankyu Hanshin Holdings Group

◎ Knowledge, experience and abilities particularly expected for directors other than above

* The above table is not an exhaustive list of the knowledge, experience and abilities possessed by each director.