
















## The skill matrix

[The skill matrix after approval of Proposals 2 is as follows]

	Name	person in charge	Corporate management/ Management strategy	Marketing/ Business development	IT	Logistics/ Purchases	Sales	Oversea	Management personnel/ Human resources development	Accounting/ Finance	Legal affairs, Risk	Internal control/ Governance	Experience in different industries	
Directors who are not Audit and Supervisory Committee Members	 Takuji Iuchi		◎	○	○	○	○	◎				○	○	
	 Kazuhiro Yamada	Sales Division	◎	○	○	◎	○					○	○	
	 Toshiki Hara		◎		○		○		○	◎		○	○	
	 Keisuke Nishikawa	Administration Division	◎	◎	○		○		○	○		○	○	
	 Kazuhiko Odaki											◎	◎	○
	 Yumie Endo			◎	◎					○			○	○
Directors who are Audit and Supervisory Committee Members	 Kazutaka Suzuki						○		◎	○		○	◎	
	 Hideaki Mihara									◎		◎		
	 Michiko Kanai							○			◎	◎		

[Corporate executive officer]

	Name	person in charge	Corporate management/ Management strategy	Marketing/ Business development	IT	Logistics/ Purchases	Sales	Oversea	Management personnel/ Human resources development	Accounting/ Finance	Legal affairs, Risk	Internal control/ Governance	Experience in different industries
Senior Executive Officer (entrusted)	 Mitsushige Kimura	Overseas Business Division	○				◎	○	○	◎	○	○	○
Executive Officer (employed)	 Toru Kaneno	Specialized Business Division		◎			◎						○
	 Isamu Hayashi	AS ONE SHANGHAI Corporation	○	◎			○	◎					○
	 Masataka Maruhashi	Electronic Commerce Business Division		◎	○		◎						○
	 Tomohiro Fukuda	DX Development Division		○	◎								○
	 Jun Machida	Supply Chain Management Division		○	○	◎							○

\*Up to two items are marked as ◎ for notable skills.

[Reasons for setting up the skills of the Skill Matrix]

Corporate management, Management strategy	To discover the corporate value that is unique to the Group in any change of business environment to form a long-term vision.
Marketing/Business development	Connecting changing market needs with unknown technology, products, and services and commercializing them is important for a trading and wholesale company. Abundant experience and insight in the field, which is a core of our business, is needed.
IT	We are handling a massive number of products and services by a small number of people, and being sensitive to advanced information technology, introducing them, and achieving digital transformation leads to business efficiency and differentiation of the Company. When understanding and practicing the impact of IT on internal transformation and business strategy, abundant experience and insight in this field is needed.
Logistics and purchases	Our motto is "Delivering what you need, when you need it, in the amount you need." When expanding the product lineup, maintaining and improving the service level of logistics while saving costs is needed.
Sales	Understanding our system, strengths, and customers and providing solutions our customers need leads to business development.
Overseas	The Company purchases products from over 30 countries worldwide. Developing overseas markets leads to further development of our business, even from a sales perspective.
Management personnel/Human resources development	As human capital management gains in its importance, recruitment, promotion, and training of human resources in line with our business strategy is needed. On top of that, maximizing individual capability leads to the development of the Company. To practice these, abundant experience and insight in this field is needed.
Accounting/Finance	To build a strong financial base that supports our sustainable growth and to formulate and practice a financial strategy that includes investments in facilities and capital alliances and shareholder returns, abundant experience and insight in this field is needed.
Legal affairs, Risk	To sustainably increase corporate value in a rapidly changing business environment, risk management that responds accurately and promptly to diversifying risk factors is needed.
Internal control/ Governance	To practice sustainable development of the Company, internal control and governance are both necessary to operate business properly and efficiently in line with the business strategy and the organization, and if sustainable development were a vehicle, they would be the two wheels.
Experience in different industries	Amid the rapidly changing business environment, diversity is a key element. To caution not to be short-sighted while being proud to be a leading company in the scientific and chemistry equipment industry, to always prompt the members of the Company to "look outside the glass," and to emphasize the importance of diverse ideas.

[Reference: Criteria for Determining Independence of Outside Directors and Outside Auditors]

In order to ensure objectivity and transparency necessary for proper governance of the Company, the Company considers it desirable for our outside directors to have as much independence as possible, and only if none of the following items apply to outside officers of the Company shall the Company consider them to be independent.

1. A person who does not fall under the requirements under the laws and regulations
2. A party to whom the Company or its subsidiaries (the "Group") is a principal business counterparty (which receives payment from the Group accounting for 2% or more of the annual consolidated net sales of the party in the most recent business year), or the parent company or a significant subsidiary thereof, or when such party is a company, executive director, executive, executive officer or, manager or other employee thereof
3. A party that is a principal business counterparty (except for those under item 4) of the Group (which made payments to the Group accounting for 2% or more of the annual consolidated net sales of the Group in the most recent business year), or the parent company or a significant subsidiary thereof, or when such party is a company, executive director, executive, executive officer or, manager or other employee thereof
4. Director, auditor, accounting advisor, executive, executive officer or, manager or other employee of a financial institution and other large account creditor that is indispensable to the funds procurement of the Group and on which the Group relies to the extent that there is no alternative, or the parent company or a significant subsidiary thereof

5. Consultant, accounting expert such as a certified public accountant, legal expert such as a lawyer, and other expert that has received 10 million yen or more in monies and other property per year in average for the past three years from the Group, in addition to compensation as officer
6. A party that receives a donation or a subsidy from the Group in an amount of 10 million yen or more per year from the Group
7. A major shareholder of the Company (that directly or indirectly holds 10% or more of the total voting rights) or if the major shareholder is a corporation, director, auditor, accounting advisor, executive, commissioner, executive officer or, manager or other employee of the relevant major shareholder or the parent company or a significant subsidiary thereof
8. Financial auditor of the Group or member, partner or employee of tax accounting firm of the Group
9. Director, auditor, accounting advisor, executive or executive officer of a company that accepts directors (irrespective of whether full-time or part-time) from the Group, or the parent company or a subsidiary thereof
10. Relative within the second degree of kinship of a director and auditor of the Group
11. A party that used to fall under any of 2 to 10 of the above in the most recent five years
12. Any other party that may have a conflict of interest with the overall general shareholders of the Company due to circumstances other than the reasons considered in items 2 through 11 above