

Skill	Name * Assumed position in June 2022 ** Assumed position in June 2023	Katsumi Saito*	Hiroshi Yasuda	Masaki Oka	Mitsuhiko Nawashiro**	Naoki Miyazaki	Kimio Yamaka	Mayumi Matsumoto	Takashi Wada**	Kenji Oiso	Yamato Suzuki	Chika Kako	Hitoshi Kuwayama*	Masahiko Yokoi**	<p style="text-align: center;">Reasons for Skill Selection and Its Definition</p> <p style="text-align: center;">Skills required by the Board of Directors and Audit & Supervisory Board are selected to implement the medium- to long-term business plan with the aim of achieving sustainable growth and increasing the corporate value of the Company.</p>	
	Position at Toyoda Gosei	Director President	Director Vice President	Director	Director	Director	Director Outside Independent	Director Outside Independent	Director Outside Independent	ASB Member	ASB Member	ASB Member Outside	ASB Member Outside Independent	ASB Member Outside Independent		
	Executive Compensation Committee ◎ indicates chairperson	○				○	◎	○	○							
	Executive Appointment Committee ◎ indicates chairperson	○				○	◎	○	○							
Corporate management	●	●	●	●	●				●					●	To make appropriate management decisions that contribute to the Toyoda Gosei's sustainable growth and enhancement of corporate value based on experience and a proven track record in corporate management in the drastically changing global business environment surrounding Toyoda Gosei.	
Overseas operations	●	●		●	●										To grow our business globally by utilizing overseas business experience and knowledge of the overseas business environment and business management.	
Finance	●	●	●			●	●			●					To establish an accurate financial reporting system and a solid financial foundation, to invest in growth to achieve sustainable growth and increase corporate value, and to realize appropriate shareholder returns.	
Legal/Risk management	●					●					●	●	●		To implement the establishment of a governance structure based on legal compliance and appropriate risk management, to build a foundation for sustainable growth and increased corporate value, as well as to improve the effectiveness of supervision.	
Technology		●		●							●				To achieve business growth as indicated in the medium-term business plan through technological innovation using advanced technology and through skills and expertise in medium- to long-term product planning and development.	
Manufacturing (production/quality management)		●		●					●		●				To adopt innovative production technologies and improve manufacturing sites and to maintain and improve product quality as a company with its main focus on the automotive parts manufacturing and sales business.	
Sales				●											To expand sales globally in response to changing automobile needs and to continue to provide high value-added products based on skills and knowledge in preparation of sales strategies and information gathering through smooth communication with customers.	
Environment and energy		●				●	●	●				●			To accelerate and implement initiatives integrated with business operations in areas requiring environmental consideration and to fulfill our social responsibility.	
Personnel	●					●	●	●	●					●	To develop and maximize the abilities of each and every employee by utilizing knowledge of diversity, inclusion, respect for human rights, and wellbeing.	
DX	●	●	●	●	●				●						To implement business transformation and establish a corporate culture utilizing digital technology, which is necessary to strengthen the Company's management foundation and build new businesses.	
New business (non-automotive)				●	●				●						To plan and implement medium- to long-term plans to search for, develop, and launch new businesses in non-automotive fields, and to expand new businesses in the future.	
Attendance at Board of Directors' meetings (Apr. 2022–Mar. 2023)		—	13/13	13/13	—	13/13	13/13	13/13	—	13/13	13/13	13/13	11/11	—		
Attendance at Audit & Supervisory Board meetings (Apr. 2022–Mar. 2023)		—	—	—	—	—	—	—	—	12/12	12/12	12/12	10/10	—		