

Skills Matrix

Name	Position at Toyota Gosei	Executive Appointment Committee	Executive Compensation Committee	Corporate management	Governance	Overseas operations	Manufacturing (production/quality management)	Technology	Sales	Finance	Personnel	Environment and energy	DX	New business (non-automotive)	Attendance at Board of Directors (BoD), Audit & Supervisory Board (ASB) meetings (Apr. 2021-Mar. 2022)
Toru Koyama	President	○	○	●		●	●	●		●	●				13/13 (BoD)
Tomonobu Yamada	Executive Vice President			●	●	●			●						13/13 (BoD)
Hiroshi Yasuda	Director			●		●	●	●		●		●	●		13/13 (BoD)
Masaki Oka	Director			●						●					13/13 (BoD)
Takashi Ishikawa	Director			●			●	●				●	●		13/13 (BoD)
Naoki Miyazaki	Director	○	○	●	●	●				●	●	●		●	13/13 (BoD)
Sojiro Tsuchiya	Director <small>Outside Independent</small>	○	○	●		●	●	●			●	●			13/13 (BoD)
Kimio Yamaka	Director <small>Outside Independent</small>	◎	◎							●	●	●			13/13 (BoD)
Mayumi Matsumoto	Director <small>Outside Independent</small>	○	○								●	●			13/13 (BoD)
Kenji Oiso	ASB member									●					13/13 (BoD) 12/12 (ASB)
Yamato Suzuki <small>(appointed in June 2021)</small>	ASB member				●										11/11 (BoD) 10/10 (ASB)
Chika Kako	ASB member <small>Outside</small>						●	●				●			13/13 (BoD) 12/12 (ASB)
Hideomi Miyake	ASB member <small>Outside Independent</small>			●		●	●								13/13 (BoD) 12/12 (ASB)
Hitoshi Kuwayama <small>(appointed in June 2022)</small>	ASB member <small>Outside Independent</small>				●										—

Note: "◎" denotes the chairperson.

Board of Directors

The Board of Directors deliberates from many different angles on the direction of management, including management and business strategies, then reports and discusses on progress after any necessary resolutions have been passed. In such a way, the Board supervises from a number of different viewpoints on whether management strategies are being executed

appropriately. In addition to strengthening the Company's internal control system and risk management system, in recent years the Board of Directors has been working to achieve sustainable corporate growth amid a chaotic business environment of political instability, worsening environmental problems, and COVID-19 pandemic.

Main Matters Discussed by the Board of Directors in FY2021

Theme	Main matters discussed
Management/ Business strategies	<ul style="list-style-type: none"> Domestic and overseas subsidiaries' business strategies (expansions, mergers, downsizing) Conclusion of alliance agreements Business execution reports (results, production, quality, safety, technology/development, priority risk management, etc.) Progress report on matters resolved by the Board
Corporate	<ul style="list-style-type: none"> Revisions to Board rules Appointment of directors and Audit & Supervisory Board members / Appointment of executives Sustainability measures Executive compensation Financial results, etc. Internal control systems
Investment and Loan Projects	<ul style="list-style-type: none"> Investment in buildings and facilities following expansion of domestic and overseas production bases Financing for overseas subsidiaries

Number of Matters Discussed by the Board of Directors in FY2021

	1Q	2Q	3Q	4Q	Total
Matters Resolved	21	3	7	11	42
Matters Reported	12	6	10	7	35
Total	33	9	17	18	77