

statements and other important documents, and conduct on-site audits of offices and subsidiaries to audit the performance of duties by directors from the perspectives of ensuring legality and appropriateness, protecting assets and rights, and preventing loss. Moreover, a special department has been established to assist the auditors' audits.

The certified public accountants who performed the FY2019 accounting audit of Toyoda Gosei are Eiichi Yamanaka and

Tomohiro Nishimura of PricewaterhouseCoopers Aarata LLC.

Audit & Supervisory Board members, internal auditing department personnel, and accounting auditors regularly meet to confirm their respective auditing systems, auditing policy, auditing plans, implementation status, and audit results. They cooperate in performing efficient and effective audits, contacting each other as needed to exchange ideas and share information.

Director (skills matrix)

Name	Position at Toyoda Gosei	Executive Appointment Committee	Executive Compensation Committee	Corporate management	Governance	Overseas operations	Manufacturing (production/quality management)	Technology	Sales	Finance	Personnel	Environment and energy
Naoki Miyazaki	Chairman	○	○	○	○	○				○	○	○
Toru Koyama	President	○	○	○	○	○	○	○		○	○	
Tomonobu Yamada	Executive Vice President			○	○	○			○			
Hiroshi Yasuda	Director			○	○	○	○	○				○
Masaki Oka	Director			○	○					○		
Takashi Ishikawa	Director				○		○	○				○
Sojiro Tsuchiya	Director Outside Independent	○	○	○	○	○	○	○			○	○
Kimio Yamaka	Director Outside Independent	◎	◎		○					○	○	○
Mayumi Matsumoto	Director Outside Independent	○	○		○						○	○

Note: "◎" denotes the committee chairperson.

Expected roles of and support for outside directors

All three outside directors possess a wealth of experience and keen insight.

Mr. Tsuchiya's experience and expertise lie in global strategy and production engineering; Mr. Yamaka's, in finance and the environment; Ms. Matsumoto's, in the environment and SDGs. Ms. Matsumoto is Toyoda Gosei's first woman director.

The three adeptly fulfill monitoring and advisory roles in addition to actively participating in Board discussions.

In their monitoring role, they receive support in the form of departmental briefings on business operations and challenges and direct access to front-line operations through

on-site-visits to domestic and overseas subsidiaries to better understand the actual state of operations. Additionally, they are briefed in advance on the content and background of resolutions to be voted on at Board meetings to facilitate sound decision-making.

At the same time, the outside directors advise management on company direction and business challenges. Advisory opportunities include regularly scheduled liaison meetings attended by all outside directors and outside Audit & Supervisory Board members, each of whom attends various other meetings also, including Sales Meetings and ad hoc meetings.

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