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Changes in numbers of directors and Audit & Supervisory Board members

In 2012, Toyoda Gosei adopted a system of corporate officers and downsized its Board of Directors to eight directors from 23 as of 2011. It appointed its first outside director in 2015.

The Board currently comprises nine directors, three or one-third of whom are outside directors. One of the outside directors is a woman. The outside director appointments have increased the Board's objectivity and diversity.

	2011	2012	2013	2014	2015	2016	2017	2018	2019
Total directors	23	8	7	7	8	9	10	9	9
Outside directors (% of total)	0 (—)	0 (—)	0 (—)	0 (—)	1 (12%)	2 (22%)	2 (20%)	2 (22%)	3 (33%)
Female (% of total)	0 (—)	0 (—)	0 (—)	0 (—)	0 (—)	0 (—)	0 (—)	0 (—)	1 (11%)
Audit & Supervisory Board members	5	5	5	5	5	5	5	5	5
Outside Audit & Supervisory Board members	2	3	3	3	3	3	3	3	3

Outside directors and outside Audit & Supervisory Board members

Toyoda Gosei appointed three outside directors, Sojiro Tsuchiya, Kimio Yamaka, and Mayumi Matsumoto, at its annual shareholders' meeting on June 12, 2020. Chika Kako was also appointed as an outside Audit & Supervisory Board

member. Together with current outside Audit & Supervisory Board members Hideomi Miyake and Masami Hadama, a total of three outside Audit & Supervisory Board members have now been appointed.

Election of outside directors and outside Audit & Supervisory Board members

Appointment	Name	Independent director	Reason for appointment
Outside directors	Sojiro Tsuchiya	○	To reflect in Toyoda Gosei's management his wealth of experience and keen insight gained from his career at Denso Corporation, where he served mainly in production engineering roles and was involved in management as a director. Mr. Tsuchiya has been designated as an independent director because he meets the requisite criteria and is deemed free of potential conflicts of interest with regular shareholders.
	Kimio Yamaka	○	To reflect in Toyoda Gosei's management his wealth of experience and keen insight gained from a career spent in public-sector finance and project review and the environmental/energy field. Mr. Yamaka has been designated as an independent director because he meets the requisite criteria and is deemed free of potential conflicts of interest with regular shareholders.
	Mayumi Matsumoto	○	To reflect her extensive experience and high-level insight as a news anchor and researcher in the broad fields of social issues, environment and energy in the management of Toyoda Gosei. Ms. Matsumoto has been designated as an independent director because she meets the requisite criteria and is deemed free of potential conflicts of interest with regular shareholders.
Outside Audit & Supervisory Board members	Chika Kako		To reflect in Toyoda Gosei's audits her wealth of experience and keen insight gained from her career at Toyota Motor Corporation, where she served mainly in vehicle development and materials development roles and was involved in management as a managing officer.
	Masami Hadama	○	To reflect his extensive experience and deep insight in law in the auditing of Toyoda Gosei. Mr. Hadama has been designated as an independent director because he meets the requisite criteria and is deemed free of potential conflicts of interest with regular shareholders.
	Hideomi Miyake	○	To reflect his extensive experience and deep insight as a corporate manager in the auditing of Toyoda Gosei. Mr. Miyake has been designated as an independent director because he meets the requisite criteria and is deemed free of potential conflicts of interest with regular shareholders.