

Skills	Name * Assumed position in June 2023 ** Assumed position in June 2024	Naoki Miyazaki	Katsumi Saito*	Hiroshi Yasuda	Masaki Oka	Mitsuhiko Nawashiro*	Mayumi Matsumoto	Takashi Wada*	Masanori Furukawa**	Shigeki Maeda**	Makoto Aou**	Kenji Oiso	Yamato Suzuki	Chika Kako	Hitoshi Kuwayama	Yoko*	Masaniko	Reasons for Skill Selection and Its Definition 〔 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. 〕
	Position at Toyoda Gosei	Chairman	President	Vice President	Director	Director	Director Outside Independent	Director Outside Independent	Director Outside Independent	Director Outside Independent	Director Outside Independent	Audit & Supervisory Board Member	Audit & Supervisory Board Member	Audit & Supervisory Board Member Outside	Audit & Supervisory Board Member Outside Independent	Audit & Supervisory Board Member Outside Independent		
	Executive Compensation Committee ◎ indicates chairperson	○	○				◎	○	○	○	○							
	Executive Appointment Committee ◎ indicates chairperson	○	○				◎	○	○	○	○							
	Corporate management	●	●	●	●	●		●			●						●	
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 sustainable business growth 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 customers 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 well-being.
DX	●	●	●	●	●	●		●		●	●							To implement business transformation and establish a corporate culture utilizing digital technology, which is necessary to enhance 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 (From 2023/4 to 2024/3)	13/ 13	11/ 11	13/ 13	13/ 13	11/ 11	13/ 13	11/ 11	—	—	—	13/ 13	13/ 13	13/ 13	13/ 13	13/ 13	11/ 11		
Attendance at Audit & Supervisory Board meetings (From 2023/4 to 2024/3)	—	—	—	—	—	—	—	—	—	—	12/ 12	12/ 12	12/ 12	12/ 12	12/ 12	10/ 10		