

Name	Position	Gender	Attribute	Qualifications			Expected Skill							
					Corporate Management	Technology/ Research and Development/ Manufacturing	Finance/ Accounting	Sales/ Marketing	Overseas Experience Inter-nationality	Global Environment	Human Resources/ Labor/ Human Rights	Corporate Governance	Risk Management/ Compliance/ Legal	IT • DX
Takashi Kayamoto	Chairman & Representative Member of the Board, CEO	Male	Nomination and Remuneration Committee member		◎	◎		◎	○	○		◎		○
Kazuhisa Uemura	Representative Member of the Board President & COO	Male	Nomination and Remuneration Committee member		◎		○	◎	◎		○	◎	○	
Noritoshi Takamura	Representative Member of the Board Executive Vice President & CQO, CTO	Male			◎	◎		○	○	◎				○
Masayuki Horie	Representative Member of the Board Executive Vice President President of Procurement Division	Male			◎		○	◎	○		◎		○	
Shunsuke Sasaki	Member of the Board Senior Corporate Officer President of Sales Division	Male			○		○	◎	◎					
Keiichiro Sue	Member of the Board (External)	Male	External Independent Nomination and Remuneration Committee member	Attorney at law Attorney at Law in New York State, USA					◎		◎	○	◎	○
Katsuko Tanaka	Member of the Board (External)	Female	External Independent Nomination and Remuneration Committee member	Doctor					○	○	◎			
Hiromi Tamakoshi	Member of the Board (External)	Female	External Independent Nomination and Remuneration Committee member	Attorney at law Certified public accountant			◎				○	○	◎	
Reiko Furukawa	Member of the Board (External)	Female	External Independent Nomination and Remuneration Committee member		○						◎	○		◎
Masakazu Toyoda	Audit & Supervisory Board Member	Male			○		◎		◎			○	◎	
Naoya Mizutani	Audit & Supervisory Board Member	Male					◎					◎	○	
Ichiro Ebihara	Audit & Supervisory Board Member (External)	Male	External Independent	Certified public accountant	○		◎					◎	○	
Yuko Yamada	Audit & Supervisory Board Member (External)	Female	External Independent	Certified internal auditor U.S. certified public accountant			◎		◎			○	○	

Definition of Each Skill	
	Corporate Management Perceives changes in the management environment, formulates appropriate strategies, and supports responsible management execution
	Technology/Research and Development/Manufacturing Ensures the provision of world-leading quality through innovative research and technological development
	Finance/Accounting In addition to accurate financial and accounting reporting, supports the formulation of financial strategies that contribute to continuous improvement in corporate value
	Sales/Marketing Formulates sales strategies that accurately capture the business environment and customer needs, and ensures our market advantages
	Overseas Experience/Internationality Understands diverse values and cultures, and makes decisions from a global perspective
	Global Environment Promotes building a decarbonized society through reductions in CO2 emissions, and the achievement of zero industrial waste
	Human Resources Development/Labor/Human Rights Serves as a driving force behind our corporate culture of "Respect for People," and promote support for the growth and active participation of diverse human resources
	Corporate Governance Understands the state of governance concerning business execution, and raises appropriate issues
	Risk Management/Compliance/Legal Understands the state of risk control, and raises appropriate issues
	IT/DX Serves as a driving force behind improvements in productivity and operational efficiency while utilizing knowledge about the latest IT and DX