

Skills Matrix

In light of YUSHIN's management environment and business characteristics, and in order to achieve sustainable growth in the future, we have identified the skills (knowledge, experience, and ability) that our Board of Directors should possess in order to properly perform its decision-making and management oversight functions. The Company will continue to review the content of the experience and skills required for the Company's Board of Directors through dialogue with stakeholders.

The Company's Board of Directors is composed of members who ensure diversity in knowledge, experience, and skills. In order for the Board of Directors to make prompt and appropriate decisions and to realize a highly effective supervisory function, each Director and each Corporate Auditor will appropriately fulfill their roles and responsibilities.

Name	Position	Gender	Management	Development, Engineering, and Quality	Human resource Development and Sustainability	Sales and Marketing	Global	Finance and Accounting	IT and DX	Governance, Risk management and Compliance
Takayo Kotani	Representative Director and President	Female	✓	✓	✓		✓			✓
Kota Oda	Director and Executive Vice President	Male	✓		✓			✓	✓	✓
Yasushi Kitagawa	Executive Managing Director	Male	✓	✓			✓		✓	
Tomohiro Inano	Managing Director	Male	✓			✓	✓			
Masahito Fukui	Director	Male	✓				✓	✓	✓	
Yasuo Nishiguchi	External Director	Male	✓		✓	✓			✓	✓
Hiroshi Matsuhisa	External Director	Male		✓	✓				✓	
Reiko Nakayama	External Director	Female	✓					✓		✓
Katsumi Noda	Full-time Corporate Auditor	Male	✓	✓		✓				✓
Hiroho Kamakura	External Corporate Auditor	Male	✓					✓		✓
Tetsuya Nonaka	External Corporate Auditor	Male	✓							✓

This table shows the four primary skills of each personnel excluding "Management."
This table does not show all knowledge or experience of each director and auditor.