

Directors' and Auditors' Skills Matrix

We have identified skills (knowledge, experience, and ability) necessary for our Board of Directors to exercise their abilities for decision making and management auditing to proceed towards the realization of persistent grows from now onwards in the context of YUSHIN's business environment and characteristic.

Our Board of Directors is composed of members with diverse experience, knowledge and abilities, and makes decisions quickly and appropriately. Our Board of Directors fulfills its roles and responsibilities as a Board of Directors by realizing highly effective supervisory functions.

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	○	○			○			○
Yasushi Kitagawa	Executive Managing Director	Male	○	○			○		○	
Kota Oda	Managing Director	Male	○		○					○
Tomohiro Inano	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	○					○		○
Naohiro Tsuda	External Corporate Auditor	Male	○					○		○

This table shows the three primary skills of each personnel excluding Management.
This table does not show all knowledge or experience of each personnel.