

# 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 growth 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 |
|--------------------------|---------------------------------------|--------|------------|---------------------------------------|---|---------------------|--------|------------------------|-----------|--|
| <b>Takayo Kotani</b>     | Representative Director and President | Female | ✓          | ✓                                     |   |                     | ✓      |                        |           | ✓  |
| <b>Kota Oda</b>          | Director and Executive Vice President | Male   | ✓          |                                       | ✓   |                     |        |                        |           | ✓  |
| <b>Yasushi Kitagawa</b>  | Executive Managing Director           | Male   | ✓          | ✓                                     |   |                     | ✓      |                        | ✓         |  |
| <b>Tomohiro Inano</b>    | Managing Director                     | Male   | ✓          |                                       |   | ✓                   | ✓      |                        |           |  |
| <b>Masahito Fukui</b>    | Director                              | Male   | ✓          |                                       |   |                     | ✓      | ✓                      | ✓         |  |
| <b>Yasuo Nishiguchi</b>  | External Director                     | Male   | ✓          |                                       | ✓   | ✓                   |        |                        | ✓         | ✓  |
| <b>Hiroshi Matsuhisa</b> | External Director                     | Male   |            | ✓                                     | ✓   |                     |        |                        | ✓         |  |
| <b>Reiko Nakayama</b>    | External Director                     | Female | ✓          |                                       |   |                     |        | ✓                      |           | ✓  |
| <b>Katsumi Noda</b>      | Full-time Corporate Auditor           | Male   | ✓          | ✓                                     |   | ✓                   |        |                        |           | ✓  |
| <b>Hiroho Kamakura</b>   | External Corporate Auditor            | Male   | ✓          |                                       |   |                     |        | ✓                      |           | ✓  |
| <b>Naohiro Tsuda</b>     | 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 director and auditor.