

Directors' skills matrix

Name	Position at Takuma	Number of years serving as a director (as of June 24, 2022)	Skill sets necessary for the Board of Directors of the Company							Attendance at Board of Directors meetings during FY2021	Attendance at Audit & Supervisory Committee meetings during
			Corporate management	Engineering (technology, quality, and cost management)	Sales and business strategies	International operations	Finance and accounting	Human resources, talent development, and diversity	Legal affairs, compliance, and risk management		
Hiroaki Nanjo	President & Representative Director	7	●	●	●	●		●		16 of 16(100%)	-
Tsuyohito Nishiyama	Director & Senior Managing Executive Officer	6	●		●		●			16 of 16(100%)	-
Hideki Takeguchi	Director & Senior Managing Executive Officer	6	●	●		●				16 of 16(100%)	-
Koji Tanaka	Director & Managing Executive Officer	5	●		●	●		●	●	16 of 16(100%)	-
Kunio Hamada	Director & Managing Executive Officer	1	●	●			●			12 of 12(100%)	-
Hiroshi Oishi	Director & Executive Officer	1						●	●	12 of 12(100%)	-
Keizo Masugi	Director (Audit & Supervisory Committee Member)	1					●		●	12 of 12(100%)	10 of 10(100%)
Tomomi Fujita	Outside Director (Audit & Supervisory Committee Member)	3	●						●	15 of 16(94%)	11 of 12(92%)
Tetsuya Kaneko	Outside Director (Audit & Supervisory Committee Member)	2	●			●				16 of 16(100%)	12 of 12(100%)
Seiichi Nagatsuka	Outside Director (Audit & Supervisory Committee Member)	Newly appointed			●	●				Newly appointed	Newly appointed
Masahiro Endo	Outside Director (Audit & Supervisory Committee Member)	Newly appointed					●			Newly appointed	Newly appointed

*The above chart does not include all knowledge and experience brought to Takuma by its directors.