

Skills Matrix

(As of June 28, 2023)

Name (Years in Office)	Title	FY2022 Board of Directors* (Attendance)	FY2022 Management Advisory Committee Meetings* (Attendance)	Audit & Supervisory Board (Attendance)*	Business Management	Brand Strategy	Food Technology	Sustainability	Structural Reform	Finance and Accounting	Risk and Legal
Koki Ando (49 years)	President & Representative Director, CEO	◎ 10/10 times	○ 4/4 times	–	○	○	○	○	–	–	–
Noritaka Ando (15 years)	Executive Vice President & Representative Director, COO President & Representative Director, NISSIN FOOD PRODUCTS CO., LTD.	○ 10/10 times	○ 4/4 times	–	○	○	○	–	○	–	–
Yukio Yokoyama (13 years)	Director, CSO, and Managing Executive Officer	○ 10/10 times	Observer	–	–	–	–	–	○	○	○
Ken Kobayashi (12 years)	Outside Director	○ 9/10 times	–	–	○	–	–	○	–	–	○
Masahiro Okafuji (12 years)	Outside Director	○ 9/10 times	–	–	○	○	–	–	–	–	○
Masato Mizuno (7 years)	Outside Director	○ 10/10 times	◎ 4/4 times	–	○	○	–	○	–	–	–
Yukiko Nakagawa (4 years)	Outside Director	○ 10/10 times	○ 4/4 times	–	–	–	–	○	○	–	–
Eietsu Sakuraba (3 years)	Outside Director	○ 10/10 times	○ 4/4 times	–	–	–	○	○	–	–	–
Yuka Ogasawara (1 year)	Outside Director	○ 7/7 times	○ 2/2 times	–	–	–	–	○	–	○	–
Masahiko Sawai (5 years)	Full-Time Audit & Supervisory Board Member	○ 10/10 times	–	◎ 12/12 times	–	–	–	–	–	○	–
Naohiro Kamei (4 years)	Full-Time Outside Audit & Supervisory Board Member	○ 10/10 times	Observer	○ 12/12 times	–	–	–	–	–	○	○
Ayumi Michi (New)	Outside Audit & Supervisory Board Member	–	Observer	–	–	–	–	–	–	–	○

Note: The ◎ symbol indicates chairperson or committee chairperson.
*Attendance status for FY 3/2023

Skill Details and Reasons for Selection

Skill	Details, Reasons for Selection	
Business Management	Possesses solid expertise, experience, and track record in general corporate management necessary to formulate and execute sustainable growth strategies over the medium to long term in the midst of a dramatically changing business environment.	
Brand Strategy	Possesses a wealth of expertise and experience in brand strategy necessary to further clarify and establish the competitive advantages of CUP NOODLE by core value and by overseas region, while also increasing sales and profits steadily, even in a mature market such as Japan, to continue to achieve growth in over the medium and long term.	
Food Technology	Possesses knowledge for fostering innovation in the food industry, as well as expertise and experience in quality, production, and technological development to (1) further advance and develop advanced technological capabilities, (2) achieve a stable supply of safe, secure, high quality products that incorporate advanced technologies, and (3) create new food cultures and develop the complete nutrition food business as a FUTURE FOOD CREATOR.	
Sustainability	Possesses a wealth of expertise and experience in the field of sustainability necessary to achieve our corporate vision and sustainable growth by pursuing CSV management, and to meet the challenge to utilize finite resources effectively and reduce the impact of climate change (Earth Food Challenge 2030).	
Structural Reform	Human Resources and Organization	Possesses a wealth of expertise and experience in human resources and organizations necessary to foster innovative organizations that continue to execute strategies and create new food cultures, as well as to define and implement a NISSIN-style transformation roadmap.
	IT	Possesses a wealth of expertise and experience in digital fields necessary to the pursuit of the group-wide NISSIN Business Transformation movement, which aims to transform our business models toward true digital technologies in this environment of rapidly changing IT technology.
Finance and Accounting	Possesses solid expertise and experience in the fields of finance and accounting necessary to ensure accurate financial reporting, build solid financial foundations, and formulate financial strategies toward investment in growth for sustainable corporate value enhancement and stronger shareholder returns.	
Risk and Legal	Possesses solid expertise and experience in the fields of risk management, corporate governance, and law necessary to establish an appropriate governance structure, which is the foundation for sustainable corporate value enhancement, and to achieving our mission of providing a stable supply of food products.	

While each of these skills is deemed crucial for our company's management, they are listed in order of priority based on their relative importance.