

Directors, Audit & Supervisory Committee Members, and Executive Officers

Directors (Excluding Directors Serving as Audit & Supervisory Committee Members)



Representative Director Chairman
Toshifumi Watanabe

Attendance at Board of Directors meetings 13/13
Number of shares of the Company held 33,919 (4,719)

Current position
Jun. 2023 Chairman and Representative Director

Reason for appointment

Mr. Toshifumi Watanabe is well-versed in overall business operations of the Company with abundant business experience he acquired through his assignments in planning, secretarial affairs & public relations, accounting & finance, personnel & employee relations, general affairs, siting & environment, and other departments since joining the Company, and has highly specialized expertise. In addition, he is highly experienced in business execution through his service as Director; Executive Managing Director; Executive Vice President and Director; President and Director; Representative Director President and Chief Executive Officer; and Chairman. For this position, he possesses distinguished knowledge and capability of addressing various management issues sought in a Director.



Representative Director President
Hitoshi Kanno

Attendance at Board of Directors meetings 13/13
Number of shares of the Company held 24,116 (4,416)

Current position
Jun. 2023 Representative Director President and Chief Executive Officer

Reason for appointment

Mr. Hitoshi Kanno is well-versed in overall business operations of the Company with abundant business experience he acquired through his assignments in the departments of planning, general affairs, siting & environment, sales, and accounting & finance since joining the Company, and has highly specialized expertise. In addition, he is highly experienced in business execution through his service as Director and Executive Managing Officer, Director and Executive Vice President, and Representative Director President and Chief Executive Officer while also serving as Head of Energy Business Division and Vice Head of Nuclear Energy Division. For this position, he possesses distinguished knowledge and capability of addressing various management issues sought in a Director.



Representative Director
Yoshikazu Shimada

Attendance at Board of Directors meetings 13/13
Number of shares of the Company held 19,957 (3,337)

Current position
Jun. 2023 Representative Director and Executive Vice President

Reason for appointment

Mr. Yoshikazu Shimada is well-versed in overall business operations of the Company with abundant business experience he acquired through his assignments in the departments of civil engineering, wind power business, international business, hydroelectric power engineering, and digital innovation since joining the Company, and has highly specialized expertise. In addition, he is highly experienced in business execution through his service as Director and Executive Managing Officer, and Director and Executive Vice President while also serving as Head of Renewable Energy Division. For this position, he possesses distinguished knowledge and capability of addressing various management issues sought in a Director.



Director
Osamu Hagiwara

Attendance at Board of Directors meetings 11/13
Number of shares of the Company held 14,554 (3,754)

Current position
Jun. 2022 Director and Executive Vice President

Reason for appointment

Mr. Osamu Hagiwara is well-versed in overall business operations of the Company with abundant business experience he acquired through his assignments in the departments of planning and nuclear power since joining the Company, and has highly specialized expertise. In addition, he is highly experienced in business execution through his service as Executive Managing Officer, and Director and Executive Vice President while also serving as Head of Nuclear Energy Division. For this position, he possesses distinguished knowledge and capability of addressing various management issues sought in a Director.



Director
Hiroshi Sasatsu

Attendance at Board of Directors meetings 13/13
Number of shares of the Company held 13,337 (3,337)

Current position
Apr. 2023 Director and Executive Vice President

Reason for appointment

Mr. Hiroshi Sasatsu is well-versed in overall business operations of the Company with abundant business experience he acquired through his assignments in the departments of thermal power maintenance, research & development, thermal power engineering, planning and international business since joining the Company, and has highly specialized expertise. In addition, he is highly experienced in business execution through his service as Director and Executive Managing Officer, and Director and Executive Vice President. For this position, he possesses distinguished knowledge and capability of addressing various management issues sought in a Director.



Director
Isshuu Kurata

Attendance at Board of Directors meetings 10/10*
Number of shares of the Company held 12,698 (3,198)

Current position
Jun. 2023 Director and Executive Vice President

Reason for appointment

Mr. Isshuu Kurata is well-versed in overall business operations of the Company with abundant business experience he acquired through his assignments in the departments of finance, business development, general affairs, nuclear power, and sales since joining the Company, and has highly specialized expertise. In addition, he is highly experienced in business execution through his service as Executive Managing Officer, and Director and Executive Vice President while also serving as Deputy Head of Nuclear Energy Division and Head of Ohma Nuclear Power Plant, and Head of Energy Business Division. For this position, he possesses distinguished knowledge and capability of addressing various management issues sought in a Director.



Director
Ryoji Sekine

Attendance at Board of Directors meetings 10/10*
Number of shares of the Company held 10,181 (2,781)

Current position
Jun. 2024 Director and Executive Vice President

Reason for appointment

Mr. Ryoji Sekine is well-versed in overall business operations of the Company with abundant business experience he acquired through his assignments in the departments of business development, planning, hydroelectric power maintenance, sales and international business since joining the Company, and has highly specialized expertise. In addition, he is highly experienced in business execution through his service as Executive Officer, Executive Managing Officer, and Director and Executive Managing Officer while also serving as Deputy Head of Energy Business Division and Head of Global Power Business Division. For this position, he possesses distinguished knowledge and capability of addressing various management issues sought in a Director.



Director
Takaya Nomura

Attendance at Board of Directors meetings 13/13
Number of shares of the Company held 10,682 (2,782)

Current position
Jun. 2022 Director and Executive Managing Officer

Reason for appointment

Mr. Takaya Nomura is well-versed in overall business operations of the Company with abundant business experience he acquired through his assignments in the departments of international business, hydroelectric power maintenance and procurement since joining the Company, and has highly specialized expertise. In addition, he is highly experienced in business execution through his service as Executive Officer, Executive Managing Officer, as well as Director and Executive Managing Officer while also serving as Deputy Head of Renewable Energy Division. For this position, he possesses distinguished knowledge and capability of addressing various management issues sought in a Director.

Note: The number of the Company's shares held by Directors includes the number of shares to be delivered to them after their retirement under the stock compensation plan, and the number of such shares is shown in parentheses.

*Attendance at Board of Directors meetings and Audit & Supervisory Committee meetings refers to meetings held after taking up position on June 28, 2023.

Directors, Audit & Supervisory Committee Members, and Executive Officers

Directors (Excluding Directors Serving as Audit & Supervisory Committee Members)



Director New Appointment


Hideaki Kato

Attendance at Board of Directors meetings —
Number of shares of the Company held 5,682 (2,782)

Current position
Jun. 2023 Director and Executive Managing Officer

Reason for appointment

Mr. Hideaki Kato is well-versed in overall business operations of the Company with abundant business experience he acquired through his assignments in the departments of secretarial affairs, planning, nuclear power, accounting & finance, general affairs, and procurement since joining the Company, and has highly specialized expertise. In addition, he is highly experienced in business execution through his service as Executive Officer and Executive Managing Officer. For this position, he possesses distinguished knowledge and capability of addressing various management issues sought in a Director.



Director Outside Independent

Tomonori Ito

Attendance at Board of Directors meetings 10/13
Number of shares of the Company held 2,100

Current position
Jun. 2016 Outside Director of the Company
Sep. 2021 Professor at Institute for Business and Finance, Waseda Business School (Graduate School of Business and Finance)
Apr. 2022 Lecture at International Academic Research Institute, Kyoto University of Advanced Science
Jun. 2022 Outside Director of Mitsui Sumitomo Insurance Company, Limited
Jun. 2023 Outside Director of Sumitomo Mitsui Trust Holdings, Inc.

Reason for appointment

Mr. Tomonori Ito has abundant experience in investment banking business both inside and outside Japan, distinguished knowledge and capability of addressing various management issues acquired through research in financial theory while serving as a professor of Department of International Corporate Strategy, Graduate School of Business Administration and has also played appropriate roles to date as Outside Director of the Company. The Company therefore believes that he is qualified to serve as an Outside Director as he is expected to contribute to enhancing the supervisory function of business execution and provide advice from a wide range of perspectives.



Director Outside Independent


John Buchanan

Attendance at Board of Directors meetings 13/13
Number of shares of the Company held 0

Current position
Aug. 2006 Research Associate of Centre for Business Research, University of Cambridge
Jun. 2016 Outside Director of the Company

Reason for appointment

Mr. John Buchanan has abundant experience in investment advisory business both inside and outside Japan, distinguished knowledge and capability of addressing various management issues acquired through researches concerning corporate governance at University of Cambridge, and has also played appropriate roles to date as Outside Director of the Company. The Company therefore believes that he is qualified to serve as an Outside Director as he is expected to contribute to enhancing the supervisory function of business execution and provide advice from a wide range of perspectives.



Director Outside Independent

Takashi Yokomizo

Attendance at Board of Directors meetings 10/10*
Number of shares of the Company held 0

Current position
Apr. 2008 Partner Lawyer at Sunrize Law Office
Jun. 2023 Outside Director of the Company

Reason for appointment

Mr. Takashi Yokomizo has abundant experience in the legal profession, distinguished knowledge and capability of addressing various management issues as an attorney at law and has also played appropriate roles to date as Outside Director of the Company. The Company therefore believes that he is qualified to serve as an Outside Director as he is expected to contribute to enhancing the supervisory function over business execution and provide advice from a wide range of perspectives.

Directors Serving as Audit & Supervisory Committee Members



Director (Audit & Supervisory Committee Member) New Appointment


Hideo Kimura

Attendance at Board of Directors meetings —
Attendance at Audit & Supervisory Committee meetings —
Number of shares of the Company held 8,800

Current position
Jun. 2024 Director (Audit & Supervisory Committee Member) of the Company

Reason for appointment

Mr. Hideo Kimura is well-versed in overall business operations of the Company with abundant business experience he acquired through his assignments in the departments of planning, accounting & finance, and personnel & employee relations since joining the Company, and has highly specialized expertise. In addition, he served as a Director of Personnel & Employee Relations Department, Executive Officer, executive of Group company, and Audit & Supervisory Executive Officer. For this reason, the Company has judged that we can expect him to utilize his distinguished knowledge and observe the Company's management thoroughly, which are sought in a Director serving as Audit & Supervisory Committee Member.



Director (Audit & Supervisory Committee Member) Outside Independent

Hiroshi Fujioka

Attendance at Board of Directors meetings 13/13
Attendance at Audit & Supervisory Committee meetings 12/12
Number of shares of the Company held 0

Current position
Jun. 2022 Outside Director (Audit & Supervisory Committee Member) of the Company
Jun. 2024 Outside Director (Audit and Supervisory Committee Member), Nishi-Nippon Financial Holdings, Inc.

Reason for appointment

Mr. Hiroshi Fujioka has long had abundant experience and distinguished knowledge in administrative practices, including at the Ministry of Finance, and has fulfilled his appropriate role as an Outside Director as a member of the Audit & Supervisory Committee. As such, he is expected to provide stronger management oversight and is therefore deemed to be qualified to serve as Outside Director as a member of the Audit & Supervisory Committee. Although he has no experience in corporate management except as outside director or outside auditor, he is deemed to be an appropriate candidate for the position of Outside Director as a member of the Audit & Supervisory Committee due to the reasons mentioned above.



Director (Audit & Supervisory Committee Member) Outside Independent

Kimiko Oga

Attendance at Board of Directors meetings 13/13
Attendance at Audit & Supervisory Committee meetings 12/12
Number of shares of the Company held 0

Current position
Jun. 2019 Outside Director, SKY Perfect JSAT Holdings Inc.
Mar. 2020 Outside Director (Audit & Supervisory Committee Member), BroadBand Tower, Inc.
Jun. 2022 Outside Director (Audit & Supervisory Committee Member) of the Company

Reason for appointment

Ms. Kimiko Oga has abundant experience in the information and communications industry, as well as distinguished knowledge as a corporate manager, and has fulfilled her appropriate role as Outside Director as a member of the Audit & Supervisory Committee. As such, she is expected to provide stronger management oversight and is therefore deemed to be qualified to serve as Outside Director as a member of the Audit & Supervisory Committee.



Director (Audit & Supervisory Committee Member) New Appointment Outside Independent

Shizuo Abe

Attendance at Board of Directors meetings —
Attendance at Audit & Supervisory Committee meetings —
Number of shares of the Company held 0

Current position
Jun. 2024 Outside Director (Audit & Supervisory Committee Member) of the Company

Reason for appointment

Mr. Shizuo Abe has abundant experience in the automobile industry, as well as distinguished knowledge as a corporate manager. As such, he is expected to provide stronger management oversight and is therefore deemed to be qualified to serve as Outside Director as a member of the Audit & Supervisory Committee.

Note: The number of the Company's shares held by Directors includes the number of shares to be delivered to them after their retirement under the stock compensation plan, and the number of such shares is shown in parentheses.

*Refers to the attendance at Board of Directors meetings held after taking up position on June 28, 2023.

Directors, Audit & Supervisory Committee Members, and Executive Officers

Skill Matrix

The roles and obligations of the Board of Directors indicated in Article 18 of the Basic Policy on Corporate Governance are as follows:

- i) Setting the broad direction of management plans, etc.
- ii) Establishing an environment that supports risk-taking by the management
- iii) Carrying out effective supervision of the management from an independent and objective standpoint

Skill sets are selected based on these roles and obligations as the skills required to achieve the five material issues.

With the appointment of Directors approved at the 72nd Ordinary General Meeting of Shareholders, we revised some of the skills in the Skill Matrix, changing the former "Human resources strategy" to "Human resources strategy and Diversity" and adding "Sustainability."

*For details of the Directors, please refer to Proposal 2 of the Notice of the 72nd Ordinary General Meeting of Shareholders, June 26, 2024.

Directors (Excluding Directors Serving as Audit & Supervisory Committee Members)

	Name	Corporate management and management strategy	Financial strategy and accounting	Legal affairs, risk management and governance	Human resources strategy and diversity	Sustainability	DX and innovation	Sales	Engineering and R&D	Business and project development	Production technology and quality control	International and global business	Reference
Chairman	Toshifumi Watanabe	○	○	○	○	○		○					Nomination and Compensation Committee member
President and Director	Hitoshi Kanno	○	○	○	○	○	○	○		○			Nomination and Compensation Committee member
Directors	Yoshikazu Shimada					○	○		○	○	○		Head of Renewable Energy Division
	Osamu Hagiwara					○			○	○	○		Head of Nuclear Energy Division
	Hiroshi Sasatsu					○			○	○	○	○	
	Isshuu Kurata	○	○	○	○	○		○		○			Head of Energy Business Division
	Ryoji Sekine	○	○			○		○		○		○	Head of Global Power Business Division
	Takaya Nomura					○	○		○	○	○	○	
	Hideaki Kato	○	○	○		○	○			○			
	Tomonori Ito	○	○	○	○							○	Nomination and Compensation Committee member
	John Buchanan	○	○	○	○	○						○	
	Takashi Yokomizo			○	○								Chairperson of Nomination and Compensation Committee

Directors Serving as Audit & Supervisory Committee Members

	Name	Corporate management and management strategy	Financial strategy and accounting	Legal affairs, risk management and governance	Human resources strategy and diversity	Sustainability	DX and innovation	Sales	Engineering and R&D	Business and project development	Production technology and quality control	International and global business	Reference
Audit & Supervisory Committee members	Hideo Kimura	○	○		○					○			Nomination and Compensation Committee member
	Hiroshi Fujioka		○	○	○								
	Kimiko Oga	○			○	○	○	○					
	Shizuo Abe	○				○	○		○		○		

Executive officer system (June 26, 2024)

Position	Name		
President and Chief Executive Officer	Hitoshi Kanno	ESG oversight	
Executive Vice President	Yoshikazu Shimada	General operations and technological management Head of Renewable Energy Division (delegation of administrative works) Labor & Plant Safety Management Dept., Civil & Architectural Engineering Dept.	
	Osamu Hagiwara	General operations Head of Nuclear Energy Division (delegation of administrative works)	
	Hiroshi Sasatsu	General operations Thermal Energy & Value Creation Dept., Research & Development Dept. International Business and Hydrogen/CCS Business Development (matters under special assignment)	
	Isshuu Kurata	General operations Head of Energy Business Division (delegation of administrative works), Vice Head of Nuclear Energy Division (delegation of administrative works) Accounting & Finance Dept., General Affairs Dept., Siting & Environment Dept., Procurement Dept.	
	Ryoji Sekine	General operations Head of Global Power Business Division (delegation of administrative works) Hydrogen/CCS Business Development (matters under special assignment)	
Executive Managing Officer	Takaya Nomura Shoichi Echigo Tetsuaki Mori Atsushi Sudo	Hideaki Kato Takashi Jahana Koji Shirato	Takashi Fujita Jun Harada Kazuo Kato
Executive Officer Status	Katsunori Hoshi Yukihiro Ikeguchi	Toshiya Sato Akira Takano	Kenji Morita
Executive Officer	Shinsuke Suzuki Toshiya Kawai Shigeru Morimoto Takenori Iwasaki Fumihiko Saito Toshihiro Ikeda	Sumie Nakayama Kaoru Koga Kenjiro Hokamura Masuhide Inoue Masuo Shibayama Shigeyuki Ishikura	Yasushi Akahoshi Shingo Koizumi Takeshi Misumi Akira Yabumoto Tatsuya Ishii
Audit & Supervisory Executive Officer	Tatsuhiko Tanaka		