

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 40,285 (10,085) Current position Jun. 2023 Representative Director Chairman of the Company Jul. 2024 External Audit & Supervisory Board Member of Fukoku Mutual Life Insurance Company	 Representative Director President Hideaki Kato Attendance at Board of Directors meetings 13/13 Number of shares of the Company held 10,398 (5,598) Current position Apr. 2026 Representative Director President and Chief Executive Officer of the Company	 Representative Director Yoshikazu Shimada Attendance at Board of Directors meetings 13/13 Number of shares of the Company held 25,258 (7,138) Current position Jun. 2024 Representative Director and Executive Vice President of the Company	 Director Osamu Hagiwara Attendance at Board of Directors meetings 13/13 Number of shares of the Company held 19,855 (7,555) Current position Jun. 2022 Director and Executive Vice President of the Company
 Director Ryoji Sekine Attendance at Board of Directors meetings 13/13 Number of shares of the Company held 13,943 (6,443) Current position Jun. 2024 Director and Executive Vice President of the Company	 Director Shoichi Echigo Attendance at Board of Directors meetings — Number of shares of the Company held 14,899 (5,599) Current position Jun. 2026 Director and Executive Vice President of the Company	 Director Jun Harada Attendance at Board of Directors meetings — Number of shares of the Company held 8,686 (5,486) Current position Jun. 2026 Director and Executive Vice President of the Company	 Director Kazuo Kato Attendance at Board of Directors meetings — Number of shares of the Company held 10,834 (5,334) Current position Jun. 2026 Director and Executive Managing Officer of the Company
 Director Outside Independent Takashi Yokomizo Attendance at Board of Directors meetings 13/13 Number of shares of the Company held 0 Current position Apr. 2008 Partner Lawyer at Sunrise Law Office Jun. 2023 Outside Director of the Company	 Director Outside Independent Akiko Murai Attendance at Board of Directors meetings — Number of shares of the Company held 300 Current position May 2020 Independent Director, Phoenixi Co. Ltd. Apr. 2025 Adjunct Professor, Graduate School of Management, Kyoto University Jun. 2026 Outside Director of the Company	 Director Outside Independent Keisuke Sadamori Attendance at Board of Directors meetings — Number of shares of the Company held 0 Current position Jun. 2026 Outside Director of the Company	

Directors Serving as Audit & Supervisory Committee Members

 Director (Audit & Supervisory Committee Member) Hideo Kimura Attendance at Board of Directors meetings 13/13 Attendance at Audit & Supervisory Committee meetings 12/12 Number of shares of the Company held 11,400 Current position Jun. 2024 Director (Audit & Supervisory Committee Member) of the Company	 Director (Audit & Supervisory Committee Member) Outside Independent Takashi Miyahara Attendance at Board of Directors meetings — Attendance at Audit & Supervisory Committee meetings — Number of shares of the Company held 0 Current position Jun. 2026 Outside Director (Audit & Supervisory Committee Member) of the Company	 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 Corporation Mar. 2020 Outside Director (Audit & Supervisory Committee Member) of BroadBand Tower, Inc. Jun. 2022 Outside Director (Audit & Supervisory Committee Member) of the Company	 Director (Audit & Supervisory Committee Member) Outside Independent Shizuo Abe 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. 2024 Outside Director (Audit & Supervisory Committee Member) of the Company
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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.

*For details of reasons for nomination, please refer to the Notice of the 74th Ordinary General Meeting of Shareholders.

<https://www.jpowers.co.jp/english/ir/pdf/shareholders74a.pdf>

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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. The matrix lists up to three of the main areas of expertise and experience required of each Director, as well as the areas in which they can best demonstrate their strengths. It does not represent all of the expertise and experience required of each individual.

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

Name		General management and sustainability	Financial strategy and accounting	Legal affairs, risk management, and governance	Business development and sales	Engineering and innovation	Global perspective	Nomination and Compensation Committee	Remarks
Chairman	Toshifumi Watanabe	○	○	○				Member	
President and Director	Hideaki Kato	○	○	○				Member	
Directors	Yoshikazu Shimada	○			○	○			
	Osamu Hagiwara	○			○	○			Head of Nuclear Energy Division
	Ryoji Sekine	○	○				○		Head of Global Power Business Division
	Shoichi Echigo	○	○	○					
	Jun Harada	○			○		○		Head of Renewable Energy Division
	Kazuo Kato			○	○	○			
	Takashi Yokomizo Outside Independent	○		○				Chairperson	
	Akiko Murai Outside Independent	○		○			○		
Keisuke Sadamori Outside Independent	○			○		○			

Directors Serving as Audit & Supervisory Committee Members

Name		General management and sustainability	Financial strategy and accounting	Legal affairs, risk management, and governance	Business development and sales	Engineering and innovation	Global perspective	Nomination and Compensation Committee	Remarks
Audit & Supervisory Committee Members	Hideo Kimura	○	○		○				
	Takashi Miyahara Outside Independent		○	○			○		
	Kimiko Oga Outside Independent	○			○	○		Member	
	Shizuo Abe Outside Independent	○			○	○		Member	

Definition of Skill Items

Skill items	Definition
General management and sustainability	Experience and knowledge as a corporate manager capable of presenting the Group's major direction such as management strategy, contributing to solving social issues such as climate change through energy supply, achieving sustainability through the improvement of sustainable corporate value including enhancement of human capital, and supervision of such efforts
Financial strategy and accounting	Specialized experience and knowledge in finance and accounting for the management and supervision of the formation of a sound financial base and the promotion of growth strategies from a financial perspective
Legal affairs, risk management, and governance	Specialized experience and knowledge in corporate legal affairs, risk management, governance, etc., to conduct fair corporate activities, sound business operations, and the supervision thereof
Business development and sales	Experience and knowledge in business development and sales for the consistent execution of business from development to operation maintenance to sales, the creation of profits through diverse development schemes including collaboration with other companies and new sales and solution-based business model transitions and the supervision thereof
Engineering and innovation	Technical experience and knowledge in maintenance and quality management to achieve the challenge of stable energy supply and climate change response, as well as in improvement of technical capabilities for the transition to carbon neutrality, research and development of next-generation technologies, utilization of innovation, and DX initiatives and the supervision thereof
Global perspective	Experience and knowledge in global companies and overseas operations to expand and strengthen overseas operations and in supervising them with a view to contributing to sustainable development

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Executive Officer System (As of June 25, 2026)

Position	Name		
President and Chief Executive Officer	Hideaki Kato	ESG Oversight	
Executive Vice President	Yoshikazu Shimada	General operations and technological management Labor & Plant Safety Management Dept., Procurement Dept.	
	Osamu Hagiwara	General operations Head of Nuclear Energy Division (delegation of administrative works)	
	Ryoji Sekine	General operations Head of Global Power Business Division (delegation of administrative works)	
	Shoichi Echigo	General operations Secretarial Affairs Dept., Accounting & Finance Dept., Personnel & Employee Relations Dept., General Affairs Dept., Labor & Plant Safety Management Dept., Responsible for matters related to ESG	
	Jun Harada	General operations Head of Renewable Energy Division (delegation of administrative works) Hydrogen Business Development (matters under special assignment)	
Executive Managing Officer	Kazuo Kato Atsushi Sudo Kenjiro Hokamura Toshihiro Ikeda	Tetsuaki Mori Tatsuhiro Tanaka Takenori Iwasaki	Koji Shirato Shigeru Morimoto Fumihiko Saito
Executive Officer Status	Kenji Morita Yasushi Ishida	Yukihiro Ikeguchi Hideaki Sagara	Toshiya Kawai

Position	Name		
Executive Officer	Sumie Nakayama Takeshi Misumi Masuo Shibayama Toshio Tochigi Kenji Matsumoto Kyoku Miyoshi Kiyonori Yamagata Akihiro Osajima	Yasushi Akahoshi Masuhide Inoue Tatsuya Ishii Hiroaki Matsumoto Takahiko Nakazawa Michihide Kita Kenji Okada	Shingo Koizumi Akira Yabumoto Shigeyuki Ishikura Soichiro Shimoda Masayoshi Suzuki Yoichiro Kuwata Masayuki Sano
Specially Appointed Audit and Supervisory Committee Member	Hiroyuki Uchinaga	Chie Maeda	