



[Reference]

Director Skills Matrix

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Note : Based on the expertise and experience of each director, we have listed up to five areas where the company specifically expects them to contribute

Name	Title	Global Management		Business Operations		Innovation	Corporate		
		Corporate Management / Strategy	Sustainability	Region	Energy Business	DX · R&D	Legal / Risk Management	Finance / Accounting	Human Resource (D&I)
Yukio Kani	Global CEO and Chair	○	○	○ (Global)	○				○
Hisahide Okuda	President, Director, CEO and COO	○	○	○ (Japan)	○				○
Kazuo Sakairi	Corporate Vice President, Managing Executive Officer, Director, Chief Financial Officer		○	○ (Japan / Asia)	○		○ (Risk)	○	
Kazunori Kasai	Senior Managing Executive Officer, Director, Chief Risk Officer	○		○ (Asia / Japan)	○		○ (Risk)		○
Joseph M. Naylor	Independent Outside Director	○	○	○ (US)	○			○	
Miyuki Suzuki	Independent Outside Director	○	○	○ (Asia / Japan)		○			○
John Rittenhouse	Independent Outside Director	○		○ (Europe)	○		○ (Risk)	○	
Lim Hwee Hua	Independent Outside Director	○		○ (Asia)	○			○	○
Akihiro Watanabe	Outside Director	○		○ (Japan)			○ (Risk)	○	○
David Crane	Independent Outside Director	○	○	○ (US / Europe)	○		○ (Legal / Risk)		
Shiro Kuniya	Independent Outside Director		○	○ (Japan)			○ (Legal)		
Kazuhiro Nabeta	Outside Director		○	○ (Japan)	○	○			
Daisuke Sakai	Outside Director		○	○ (Japan)	○	○			

Selection Rationale for the Skill Sets

In May 2024, JERA announced its new growth strategy for 2035. Under this strategy, the Company has committed to deepening its expertise across the three strategic business domains, namely LNG (liquefied natural gas), renewable energy, and hydrogen/ammonia, while strengthening its operational capabilities in Business Development, Optimization and O&M, thereby creating synergies that deliver tailored, cutting-edge and diverse solutions that address the energy trilemma (Sustainability, Affordability and Stability) to all customers, regions, and countries, according to their geographical and economic needs.

The Board of Directors recognizes the importance of discussing the most critical management issues from a broad perspective, drawing on the diverse expertise of its Directors. As such, the experience, knowledge, and expertise required of the Board have been set out as follows:

Skill Sets		Rationale for Selection
Global Management Experience	Corporate Management / Strategy	The Board must make decisions not merely based on business-specific expertise but from a holistic perspective, including the allocation of management resources and management of the entire group. As such, experience in senior leadership positions and knowledge on governance are key skills, along with experience in M&A and business portfolio restructuring.
	Sustainability	The Company seeks to fully enhance its corporate value by driving our economic value through our business operations and creating environmental and social value through sustainability management, including addressing climate change risks.
Business Operations	Region (Policies/regulatory affairs and strong government and industry network)	Our mission is to deliver optimal solutions tailored to the needs of our clients, regions and countries. It is essential to have extensive business experience in key regions and have a deep understanding on policies and regulations pertaining to energy and environment in each country.
	Energy Business	To enhance the value chain business model from fuel upstream to power generation, along with the creation of value chains for new fuels and delivery of new value including carbon-free electricity, the experience, knowledge and expertise in energy business are defined as key skills.
Innovation	Digital Transformation / R&D	To provide optimal solutions that simultaneously address the energy trilemma (Sustainability, Affordability and Stability), the expertise on energy and digital technologies including AI is essential.
Corporate	Legal & Risk management	To achieve growth, it is essential to fully comply with laws and regulations, as well as our internal standards. It is also important for the Company to effectively manage various risks associated with our business.
	Finance & Accounting	To enhance corporate value in a sustainable manner, sound financial management with due consideration to capital markets and disciplined capital allocation to support investments in growth areas are essential, along with a robust financial strategy including capital policy.
	Human Resources (D&I)	The source of our growth is our people. The Company strives to create an environment where the value of our people is fully realized. Furthermore, fostering a flat and innovative culture is an essential piece in delivering cutting-edge solutions.