

Skill Matrix

The concept of skills necessary for the Directors

The Company will pursue the 4S model, the Group's management principle, and realize the JT Group Purpose. The area of "human enrichment" undergoes changes in various ways with the times and the people, and the Company will strive to evolve constantly so that it can continue to be trusted by society and make valuable contributions in this area in the future. On that basis, the Company believes that it is important for its Board of Directors to comprise diverse professionals who agree with the 4S model and the Purpose, with a high sense of ethics and integrity as well as knowledge, experience and skills.

In order for the Board of Directors, comprising members based on the above view, to properly fulfill its roles and responsibilities, the Company particularly expects each Member of the Board to demonstrate skills based on their knowledge and experience in the following areas, and believes that the Board of Directors as a whole has the necessary skills.

Areas in which skills are expected to be particularly effective

- "Corporate Management," including the JT Group's management strategy, operations, and business strategy that contribute to sustainable profit growth and enhancement of corporate value based on the 4S model, our management principle.
- "Global Management," which is essential for the JT Group, which operates globally, in order to achieve medium-to long-term business growth.
- "Corporate Finance, Accounting and Capital Policy" and "Legal, Compliance and Risk Management," which are the basis of decision-making for effective management and business activities for our corporate value growth and business continuity.
- "IT/Information Security," which is one of the important management foundations for strengthening the competitiveness of the JT Group and for business continuity.
- "Corporate Governance," which is the foundation of our corporate activities in order to maximize stakeholder value, pursue sustainable profit growth, and grow our corporate value over the long term.
- "Sustainability/Environment and Society," which we consider to be the core to our management initiatives and for which we formulate strategies based on the 4S model and materiality analysis, in order to contribute to building a sustainable environment and society through the realization of the JT Group Purpose.
- "DE&I (Diversity, Equity & Inclusion)/Organizational Behavior and Human Resource Management," to respect different backgrounds and values, such as gender, sexual orientation, age, and nationality, as well as experience and expertise, and promote investment in human resources including growth support focusing on personnel diversity, and the creation of an environment where diverse employees can perform to the best of their abilities.
- "Business Development/M&A" to formulate strategies and carry out measures for further development and business growth in order to continue providing "human enrichment" in accordance with an ever-changing society and the values of people.

In addition, in light of the roles and responsibilities of Audit & Supervisory Board Members to oversee the job performance of Members of the Board, we are particularly expecting Audit & Supervisory Board Members to demonstrate their skills in the areas of "Corporate Finance, Accounting and Capital Policy," "Legal, Compliance and Risk Management," and "Corporate Governance." We believe that the entire Audit & Supervisory Board has the necessary skills.

Skills matrix for proposed Directors and Audit & Supervisory Board Members (As of March 25, 2026)

Name	Position	Areas in which skills are expected to be particularly effective								
		Corporate Management	Global Management	Corporate Finance, Accounting and Capital Policy	Legal, Compliance and Risk Management	IT/Information Security	Corporate Governance	Sustainability/Environment and Society	DE&I/Organizational Behavior and Human Resource Management	Business Development/M&A
Shigeaki Okamoto	Chairman of the Board			●	●		●	●	●	
Masamichi Terabatake	Deputy Chairman of the Board	●	●		●	●	●	●	●	●
Takehiko Tsutsui	Representative Director	●	●	●	●		●	●	●	●
Koji Shimayoshi	Representative Director	●	●		●	●	●	●	●	●
Kei Nakano	Representative Director	●		●	●		●			●
Masato Kitera	Outside Director		●		●		●	●	●	
Tetsuya Shoji	Outside Director	●	●			●	●		●	●
Hiroko Yamashina	Outside Director	●		●	●		●		●	
Kenji Asakura	Outside Director	●	●			●	●	●		●
Yukiko Uchida	Outside Director		●				●	●	●	●
Hideaki Kashiwakura	Standing Audit & Supervisory Board Member	●	●	●			●		●	●
Tsutomu Hashimoto	Standing Audit & Supervisory Board Member		●	●	●	●	●			
Shigeru Taniuchi	Standing Audit & Supervisory Board Member Outside Audit & Supervisory Board Member			●	●		●	●	●	
Nobuo Inada	Outside Audit & Supervisory Board Member			●	●		●	●	●	
Emiko Takeishi	Outside Audit & Supervisory Board Member				●		●	●	●	