

List of members of the Expert Panel on the Revision of the Corporate Governance Code

As of October 21, 2025

Chair	Okina, Yuri	Senior Fellow, The Japan Research Institute, Limited
Members	Iguchi, George	Executive Officer, Chief Corporate Governance Officer, Nissay Asset Management Corporation
	Ueda, Ryoko	Adjunct Professor, Graduate School of Management, Kyoto University
	Kansaku, Hiroyuki	Professor, Gakushuin University, Faculty of Law
	Kobayashi, Mitsuyosi,	Executive Adviser, NTT WEST, Inc.
	Kobu, Kaoru	Head of ESG, Japanese Equity Investment, Invesco Asset Management (Japan) Limited
	Sisson, Jen	Chief Executive Officer, International Corporate Governance Network (ICGN)
	Takei, Kazuhiro	Partner at Nishimura & Asahi (Gaikokuho Kyodo jigyo)
	Tsumuraya, Shoichi	Professor, Graduate School of Business Administration, Department of Business Administration, Hitotsubashi University
	Nakagami, Yasunori	Independent Director and Chairman of Strategy Review Committee, Marui Group
	Hasegawa, Takayo	Representative Director and Chairman, SWCC Corporation
	Matsuoka, Naomi	Executive Vice President and CSO, Representative Director, Sony Bank Incorporated
	Matsuda, Chieko	Professor, Graduate School of Management, Tokyo Metropolitan University
	Yamaguchi, Hiroomi	Director, Economic Policy Division, Department of Policy, Japanese Trade Union Confederation
Observers	The Japan Association of Corporate Directors The Japanese Institute of Certified Public Accountants Ministry of Justice Ministry of Economy, Trade and Industry	
Secretariat	Financial Services Agency Tokyo Stock Exchange, Inc.	