

The corporate governance of Cosmo Energy Holdings (the “Company” or “we”) is described below.

I Basic Views on Corporate Governance, Capital Structure, Corporate Profile, and Other Basic Information

1. Basic Views

The Cosmo Energy Group (the “Group”) has set the following Management Vision: “In striving for harmony and symbiosis between our planet, man and society, we aim for sustainable growth towards a future of limitless possibilities.” The Group promotes “improvement in transparency and efficiency in the management,” “prompt execution of business,” and “thorough risk management and compliance” based on “Cosmo Energy Group Management Vision” and a specific guideline for promoting such management vision and achieving targets, the “Cosmo Energy Group Code of Conduct” (the “Code of Conduct”).

[Reasons for Non-compliance with the Principles of the Corporate Governance Code]

The Company has implemented all of the Principles of the Corporate Governance Code.

[Disclosure Based on the Principles of the Corporate Governance Code] Updated

[Principle 1-4 Cross-shareholding]

- The Cosmo Energy Group has a policy of holding listed stocks at the minimum necessary number of shares, limiting to stocks that are deemed to contribute to the sustainable growth of the Group and the improvement of corporate value over the medium- to long-term from the perspective of maintaining and expanding transactions and stabilizing fund raising. It is the annual practice of the Group to verify all stocks to determine whether the benefits of the shareholding are commensurate with the cost of capital, and whether there is any significance in holding those shares, taking into consideration the risk of stock price fluctuations and the issuer’s medium- to long-term contribution to the Company’s business. After discussions at the Board of Directors, certain shares are sold if no significance is found in their holding. As a result, the number of strategically held stocks was 18 (including three listed stocks) as of the end of March 2024. We will examine the significance of holding the shares, which we will sell if no significance is found. We also disclose the details of examinations by stock at the Board of Directors.
- When exercising voting rights attached to listed shares, we comprehensively consider whether: 1) the proposal contributes to the improvement of the issuer’s and the Company’s corporate value over the medium- to long-term, regardless of whether it is an issuer proposal or a shareholder proposal, and 2) the proposal may reduce the significance of the Company’s shareholding.

[Principle 1-7 Related Party Transactions]

- The Board of Directors approves competition and conflict-of-interest transactions by directors in an appropriate manner, based on applicable laws and regulations as well as the Board of Directors Rules.
- The Company is to conduct related party transactions after full consideration of economic rationality in order to ensure such transactions do not harm the Company’s interests as with the case of those with non-related parties.

[Supplementary Principle 2-4-1 Ensuring Diversity in Appointing Core Human Resources]

(i) Approach and policy on ensuring diversity and implementation

- Our Group considers human resources as management capital and recognizes the importance of maximizing their value. Therefore, we declare to make effective use of human resources and improve their abilities in the Group’s Code of Conduct. Under the Code of Conduct, we set the Human Resources Policy, a basic policy on our human resources initiatives, as follows.
We aim to create an environment where all officers and employees are treated fairly and can maximize their abilities regardless of age, gender, nationality, occupation, affiliation, or work history.

[Human Resources Policy]

1. Promoting success of diverse human resources

We will respect diverse values and create an environment where all employees are treated fairly and can maximize their abilities regardless of age, gender, nationality, occupation, affiliation, or work history.

2. Promoting job-based abilities

We clarify the roles, duties, and goals expected of each employee and reward those who demonstrate their abilities to the maximum.

3. Promoting autonomous growth

We will develop employees who are particularly focused on the entire Group’s profits and growth and who can identify their own challenges and work to resolve them.

4. Promoting individual growth

We promote the formation of self-directed careers and behavior change by clarifying work goals and action plans to address individual employees’ development challenges and evaluate their growth.

Please refer to our website below for more information on our human resources system and development for value creation.

<https://www.cosmo-energy.co.jp/en/sustainability/social/employee2.html>

- (ii) Ratio of female managers and promotion of female employees to managerial positions (promotion of active participation by women)
- Placing the promotion of active participation by women as a top priority issue in efforts to realize diversity, the Company is working on the empowerment of women by implementing awareness and work style reforms, and taking initiatives for active recruitment of women, promotion to managerial positions, and appropriate posting corresponding to their abilities.
 - Also in the 7th Consolidated Medium-Term Management Plan period starting in FY2023, we set the following four targets for women's empowerment, and have made good progress toward meeting them in FY2024.

[Targets for women's empowerment and results in FY2024]

- Ratio of female managers (as of April 1, 2026): 10% (7.7% as of April 1, 2025)
- Ratio of female new graduates hired (in April 2024, April 2025, April 2026): 50% or more, same as the previous year (51% for those hired in April 2025)
- Wage gap between male and female employees (FY2023, FY2024, FY2025): 75% or more, same as the previous year (78.2% in FY2024)
- Rate of paternity leave acquisition (FY2023, FY2024, FY2025): 70% or more, same as the previous year (79% in FY2024)

* The ratio of female managers and the ratio of female new graduates hired cover core employees mainly from the Company (Cosmo Energy Holdings Co., Ltd.) and its core operating companies (Cosmo Oil Co., Ltd., Cosmo Oil Marketing Co., Ltd. and Cosmo Energy Exploration & Production Co., Ltd.) and include those seconded to outside the company.

The target for wage gap between male and female employees covers regular employees mainly from the Company and its core operating companies.

The rate of paternity leave acquisition covers employees mainly from the Company and its core operating companies. We originally set the target of achieving a paternity leave acquisition rate of 50% or more both in FY2023 and FY2024. However, as we continuously satisfied the target of 50% or more in both of the years, we revised the target upward to 70% or more from FY2024 onward.

- * The Company has provided a number of support programs helping balance one's career and childcare. In addition to the statutory or higher childcare leave, maternity leave, and leave for nursing care of one's child, a variety of support systems are available, such as a teleworking system and a system of flexible working hours without core hours, so that it is possible to work flexibly. We offer some options employees can choose from autonomously, including childcare leave, so that they can keep working while raising their children.

Please refer to our website below for more information on "Support programs for balancing work and childcare."

<https://www.cosmo-energy.co.jp/en/sustainability/social/employee4.html>

(iii) Ratio and promotion of mid-career hires and foreign managers

- We believe that mid-career hires form a part of diversity and are important human resources for a company's sustainable growth and transformation. As of April 1, 2025, 12% of line managers employed by the Company and its core operating companies are mid-career hires. In addition, we have not only hired mid-career employees but also actively appointed executive officers and directors from among mid-career hires.
- We will continue to actively recruit, develop, and assign them appropriately according to their abilities.
- As we consider that nationality or any other factor creates no particular difference between foreign and other employees, we have not set any goals and targets associated with the promotion of foreigners to managerial positions. In order to increase diversity, we will actively recruit and develop people regardless of their nationality and promote them to managerial positions.
- The Company is actively engaged in the work style reform and awareness reform for gender equality in order to ensure such diversity.

(iv) Work style reform

- We are working to implement working styles that are not bound by time and place, such as flextime and telework systems.
- We are promoting optimization of working hours aimed at improving productivity and work-life balance.
- We have developed and launched "Cosmo Guidelines on Workstyles" as more productive workstyles and monitored and improved the status of compliance with the guidelines.

(v) Awareness reforms

- Exchange meetings with senior female employees inside and outside the Company are held to help women have a clearer image of themselves in their career vision.
- Mentoring system for female employees and mid-career hires has been introduced.
- We hold seminars for female employees led by female directors.
- We offer career design training sessions for both male and female employees as part of initiatives for autonomous career selection.
- Childbirth leave (paid special leave) and partially paid childcare leave systems are in place to promote male participation in childcare.
- We provide diversity and management training sessions to superiors.

(vi) Other

- The Company is promoting active participation of people with disabilities on the premise of inclusion.
- The Company acquired a gold rating in the PRIDE Index in recognition of our initiatives for sexual minority (LGBTQ+) in 2024.

Please refer to our website below for more information on our diversity initiatives.

<https://www.cosmo-energy.co.jp/en/sustainability/social/employee3.html>

[Principle 2-6 Roles of Corporate Pension Funds as Asset Owners]

- The Cosmo Energy Group makes quarterly reports to officers in charge of corporate pension reserves about the management, and reviews the management policy every year at the Executive Officers' Committee.

- Furthermore, it holds twice a year pension liaison meetings that consist of the Human Resource Department, Accounting Department, and Finance Department to build a structure that enables sound management of pension funds from a professional view point and the perspective of beneficiary protection.
- We comprehensively evaluate and monitor asset managers in consideration of investment performance, management structure, management process, etc.

[Principle 3-1 Full Disclosure]

- (i) Company objectives (e.g., Management Vision), management strategies, and management plans
Please refer to our corporate website below for the Management Vision, management strategies, management plan, etc.
<Management Vision> <https://www.cosmo-energy.co.jp/ja/company/vision.html>
<The 7th Consolidated Medium-Term Management Plan> <https://www.cosmo-energy.co.jp/en/ir/management/mediumterm/pdf/7thmediumterm.html>
- (ii) Basic views and policies on corporate governance
For the Cosmo Energy Group's basic views on corporate governance is described in "I. 1. Basic Views" hereof.
- (iii) Board policies and procedures in determining the remuneration of the senior management and directors
- The Company has established the Nomination and Remuneration Advisory Committee, which is chaired by an independent outside director and whose majority is composed of independent outside directors, as an advisory body to the Board of Directors in order to increase the transparency and objectivity of the remuneration determination and evaluation process. The Board of Directors is responsible for making decisions on the policies and systems pertaining to the remuneration of directors and executive officers based on the results of deliberation at the Nomination and Remuneration Advisory Committee.
 - The Company has established a performance-linked remuneration system that has the basic policies of: incentives to enhance business performance and increase corporate and shareholder value in the medium- to long-term; sharing profits with shareholders; encouraging a challenging spirit; and ensuring transparency and objectivity in the remuneration determination and evaluation processes.
For details, see "II-1. Matters Relating to Institutional Structure, Organizational Operation, etc." and "II-2. Matters Relating to Functions of Business Execution, Auditing, Oversight, Nomination and Remuneration Decisions (Overview of Current Corporate Governance System)" hereof.
 - The details of individual directors (excluding Directors who are members of the Audit Committee)' remuneration are determined by the Board of Directors, except for the personal appraisal for the annual incentive remuneration, the decision of which is delegated to the Nomination and Remuneration Advisory Committee. Remuneration for individual directors who are Audit and Supervisory Committee members is determined through discussions among the directors who are Audit and Supervisory Committee members in accordance with the provisions of Article 361, paragraph 3 of the Companies Act.
- (iv) Board policies and procedures in the appointment/dismissal of senior management and the nomination of directors and Audit and Supervisory Board Member candidates
- The Company established, as an advisory body for the Board of Directors, the Nomination and Remuneration Advisory Committee (a voluntary committee), which is chaired by an independent outside director and whose majority is composed of independent outside directors, with the aim of ensuring transparency and objectivity in the processes of appointing/dismissing senior management members and nominating directors including those who are the Audit and Supervisory Committee members. The Nomination and Remuneration Advisory Committee is responsible for: 1) confirming whether a director or executive officer is capable of performing his/her duties on a continuous basis based on the multi-faceted appraisal information, including the information on the level of fulfillment of the Company's requirements for its human resources, as well as the results of quarterly performance evaluation; 2) deliberating on the proposals concerning director/executive officer candidates; and 3) submitting its opinion to the Board of Directors.
 - With regard to the appointment of senior management members and the nomination of directors including those who are the Audit and Supervisory Committee members, we have set requirements for individuals who can contribute to the Group's sustainable growth and improvement of corporate value over the medium- to long-term, in addition to the corporate ethics and compliance spirit that are indispensable for the Company's directors and executive officers, taking into consideration the Company's vision and recognition of its business environment. Accordingly, it is the Company's basic policy to nominate directors and executive officers who meet the requirements, i.e., conceptual ability, execution ability, personal influence and personality, and leadership risk.
 - The Nomination and Remuneration Advisory Committee is also responsible for verifying whether the Company's requirements for its human resources are updated in a timely manner to align with changes in the environment surrounding the Company as well as the circumstances under which the Company operates, and making revisions to the requirements as necessary. For details, see "II-1. Matters Relating to Institutional Structure, Organizational Operation, etc." and "II-2. Matters Relating to Functions of Business Execution, Auditing, Oversight, Nomination, and Remuneration Decisions (Overview of Current Corporate Governance System)" hereof.
- (v) Explanations on appointment, dismissal, and nomination of Directors
- The Company describes in the notice of convocation of the general meeting of shareholders the background of the director candidates, significant concurrent positions, the number of shares held, and the reasons for appointment.
<https://www.cosmo-energy.co.jp/en/ir/stock/meeting.html>

[Supplementary Principle 3-1-3 Sustainability Initiatives, etc.]

<In-house sustainability initiatives>

- The Company discloses its sustainability policy and initiatives in the integrated report, the annual securities report, the convocation notice, etc. The Cosmo Energy Group identified important ESG issues (material issues) that will influence the sustainable development of society and the Group and our medium- to long-term corporate value for realizing the society we envisage in 2050. The Group has set KPIs for each material issue and working on addressing them. On April 1, 2023, when we launched the 7th Consolidated Medium-Term Management Plan, we combined some issues and added others, revising the number to eight. Please refer to our website below for our views, policies, and initiatives for sustainability.

<https://www.cosmo-energy.co.jp/en/sustainability.html>

<Investment in human capital and intellectual properties>

- The 7th Consolidated Medium-Term Management Plan sets out “Management foundation transformation” as a basic policy, and one of the pillars of this policy is HRX (Human Resources Transformation), “Pursue a people strategy that motivates employees and harnesses their skills.” To create a stronger organization than ever before, capable of implementing a management strategy in conjunction with a human resources strategy, the Company has implemented various measures and investments and thereby maximize the value of human resources.
- The Company has actively invested in education and training to ensure that each employee will improve individual performance and grow continuously. We have set the following targets.

- Engagement index (FY2025): 60 point or more (62 point in FY2024)
- Annual training cost (FY2025): 180,000 yen/employee (160,000 yen/employee in FY2024)

* Engagement index represents the ratio of respondents who gave a positive rating to the three questions consisting of “Fulfillment and pride in one’s work” in the Employee Consciousness Survey.

The engagement index covers employees of Cosmo Energy Holdings Co., Ltd., Cosmo Oil Co., Ltd., Cosmo Oil Marketing Co., Ltd., and Cosmo Energy Exploration & Production Co., Ltd., while the annual training cost covers employees mainly from the Company and its core operating companies (including those seconded from Cosmo Oil Co., Ltd. to outside the company).

- To reinforce our organizational capability, we have established the recruitment and training system to secure executive candidates having leadership and highly specialized human resources. We offer a variety of training programs with different themes and for different targets, including trainings for different staff grades, career design trainings and DX trainings, and provide financial assistance for correspondence courses for employees’ self development. We value on-the-job trainings and put in place a performance-based personnel system that highly evaluate employees who produced results and employees who endeavored to bring about a reform and transformation.

Please refer to our website below for more information on our personnel development and evaluation systems.

<https://www.cosmo-energy.co.jp/en/sustainability/social/employee2.html>

- Recognizing that intellectual properties are our important assets to enhance our corporate value as a sustainable corporation group, we have implemented various initiatives for investment in intellectual properties and protected and utilized intellectual properties generated by employees through research and development, business development and operations especially in securing profitability and expanding New fields to drive growth set out in The 7th Consolidated Medium-Term Management Plan.

Please refer to our website below for more information on our specific initiatives and patent rights, trademark rights and other intellectual properties that we have established and protected to date:

<https://www.cosmo-energy.co.jp/ja/actions/intellectual-property.html>

- Our initiatives for managing our brand, one of intangible assets, are disclosed in the corporate report below.

https://www.cosmo-energy.co.jp/content/dam/corp/jp/en/ir/report/2022/pdf/report2022_en_all.pdf

Since FY2023, we have been promoting an advertising campaign both internally and externally based on our brand statement, “Filling up your hearts, too”. For more information, please refer to our website below.

<https://www.cosmo-energy.co.jp/ja/lp/kikasete/index.html>

We will facilitate a transition to our brand frame with an eye to the realization of Vision 2030 and beyond, and take measures for disseminating it.

<Response to climate change>

- Our Group recognizes that formulating and implementing management plans that further incorporate perspectives on climate change is indispensable for sustainable development of the earth, society, and our company, and declared our goal to achieve net zero carbon emissions by 2050 in May 2021. For more information, please refer to our website below.

<https://www.cosmo-energy.co.jp/en/sustainability/environment/gl-warming/tcf.html>

In May 2022, we formulated a roadmap that summarizes our initiatives and steps for achieving net-zero carbon emissions based on analysis of scenarios as well as external and internal environments by the Task Force on Climate-related Financial Disclosures (TCFD). For more information, please refer to our website below.

<https://www.cosmo-energy.co.jp/en/sustainability/environment/gl-warming/netzero-roadmap.html>

[Supplementary Principle 4-1-1 Delegation of Authority to Management]

- The Company’s Board of Directors Rules stipulate that, in addition to the matters stipulated by laws and regulations and the Articles of Incorporation, the Board shall discuss and make decisions on the basic policy and important matters relating to the Company’s management.
- Other business execution decisions are delegated to the Representative Director, Group CEO so as to speed up the management process, and the authority is transferred to its lower-level meeting, the Executive Officers’ Committee, as well as to officer in charge of the business.

[Supplementary Principle 4-1-3 Succession Plan]

- The Company has determined the development of successors to the Representative Director, Group CEO to be one of the priority strategy that supports the sustainable growth of the Group. Its basic policy on the succession plan is to ensure transparency and objectivity in the successor candidate selection process, and develop successors who have the abilities and qualities suitable for the Representative Director, Group CEO through the deployment of human resources and the provision of opportunities to participate in external training sessions.
- During the successor training period, the evaluation of the level of fulfillment of the Group’s requirements for its human resources and other multifaceted appraisals are conducted on the successor candidates in addition to the evaluation of their quarterly performance. We also develop the candidates in a scheduled manner to support their training for the future, through the consideration and implementation of human resource deployment plans that are aligned with individual candidates’ level of development, as well as through the provision of

opportunities to participate in external training sessions. The Nomination and Remuneration Advisory Committee receives information on the multifaceted personnel evaluation and quarterly performance evaluation results, and continuously confirms the suitability of successor candidates and the appropriateness of the training plans.

- The finalist candidates are selected by the Representative Director, Group CEO from multiple candidates who have sufficient ability and quality suitable to the Company's Representative Director, Group CEO and the finalists are proposed to the Nomination and Remuneration Advisory Committee. The Nomination and Remuneration Advisory Committee deliberates on the appropriateness of the proposal received from the Representative Director, Group CEO, and submits an opinion to the Board of Directors.

[Supplementary Principles 4-3-2 Appointment of Qualified CEO]

- The Representative Director, Group CEO selects candidates from multiple individuals based on the level of fulfillment of the Company's requirements for its human resources and other multifaceted appraisal information, in addition to the results of quarterly performance evaluation, and submits a proposal to the Nomination and Remuneration Advisory Committee. The Nomination and Remuneration Advisory Committee examines the appropriateness of the proposal received from the Representative Director, Group CEO, and submits an opinion to the Board of Directors.

[Supplementary Principle 4-3-3 Procedures to Dismiss CEO]

- The Nomination and Remuneration Advisory Committee deliberates each fiscal year whether it is necessary to submit a proposal to the Board of Directors about the dismissal of the Representative Director, Group CEO, in light of the human resources requirements and performance standards. If, as a result of deliberation, it is determined that the proposal must be submitted to the Board of Directors, the Board determines whether the Representative Director, Group CEO must be dismissed, based on the opinion of the Nomination and Remuneration Advisory Committee.

[Principle 4-9 Independence Standards and Qualification for Independent Outside Directors]

- We believe that it is desirable for outside directors to be as independent as possible, so as to ensure the objectivity and transparency necessary for the proper governance of the Company.
In order to make an objective judgment of independence, the Company has established the following independence standards, which are stricter than those provided for by the Tokyo Stock Exchange.
- If the Company's outside director does not fall under any of the following items, the Company determines that the outside director has sufficient independence and considers that he/she is an independent outside director.
 - (1) An executing person of the Group (Note 1);
 - (2) a major shareholder of the Company (those who directly or indirectly hold voting rights of 10% or more) (Note 2) or its executing person
 - (3) an executing person of a corporation, etc. who falls under any of the following:
 - (a) a major business partner customer of the Group (Note 3);
 - (b) a major lender of the Group (Note 4);
 - (4) a certified public accountant belonging to an audit firm that serves as the accounting auditor of the Group;
 - (5) a consultant, accountant, tax accountant, lawyer, judicial scrivener, or a patent attorney who earns more than 10 million yen annually from the Group;
 - (6) a person who receives annual donations of over 10 million yen from the Group;
 - (7) a person from a company that has a mutual appointment/dispatch relationship with the Company;
 - (8) a person with a close relative who falls under any of (1) to (7) above (excluding (4) and (5), limited to significant persons);
 - (9) those who have fallen under any of (2) to (8) above in the past five years; or
 - (10) notwithstanding the provisions of preceding items, a person who is deemed to have other special reasons that may cause a conflict of interest with the Company.

(Note 1) The "Group" refers to a group of companies that are included in the consolidated financial statements of the Company. An "executing person" refers to an executive director, executive officer, manager, or other employee of the stock company or subsidiary in the past or present.

(Note 2) "Major shareholder" refers to a shareholder who holds 10% or more of the voting rights in the person's own name or another person's name at the end of the Company's fiscal year.

(Note 3) "Major business partner" refers to a buyer or supplier of the Group's products whose annual transaction volume exceeds 2% of the consolidated sales of the Company or the other party.

(Note 4) "Major lender" is a financial institution that provided a loan to the Group, and the loan's outstanding balance exceeds 2% of the consolidated total assets of the Company or the financial institution at the end of the Company's fiscal year.

[Supplementary Principle 4-10-1 Use of Optional System]

As an advisory body for the Board of Directors, we have established the Nomination and Remuneration Advisory Committee, which is chaired by an independent outside director and whose majority is composed of independent outside directors, with the aim of ensuring transparency and objectivity of the process for appointing and dismissing officers, succession plan, and the process for determining officers' remuneration. The Committee ensures its independence by being chaired by an Independent Outside Director. For details, please refer to P.11 "Voluntary Committees" hereof.

[Structure of the Nomination and Remuneration Advisory Committee]

Chairperson: Keiichi Asai, (independent outside) Director

Committee members: Yasuko Takayama, (independent outside) Director; Ryuko Inoue, (independent outside) Director; Takuya Kurita, (independent outside) Director; Hiroshi Kiriya, Director, Group Chairperson (internal director)

[Supplementary Principle 4-11-1 Policy and Procedure Regarding the Board of Directors Skillset and the Appointment of Directors]

- The Board of Directors determines the number of directors within the scope set out in the Articles of Incorporation so that the Board's functions are performed in a most effective and efficient manner, based on the results of deliberation by the Nomination and Remuneration Advisory Committee.
- The Board also nominates directors so that it is composed of directors with different backgrounds such as specialized knowledge, experience, and internationality.
- When nominating directors and Audit and Supervisory Committee members, the Company prepares, by referring to the Management Vision and management challenges, a skill matrix that lists particularly important knowledge, abilities, etc., in addition to the abilities to formulate and implement corporate strategies and make appropriate management decisions. The skill matrix is disclosed in the integrated report "Cosmo Report" as well as the notice of convocation of the general meeting of shareholders.
- The Board of Directors appointed six independent outside directors for the purpose of improving the transparency and objectivity required for corporate governance, four of whom have management experience at other companies.

[Supplementary Principle 4-11-2 Concurrent Positions of Directors and Corporate Auditors]

The Company discloses the status of concurrent positions held by each officer in the notice of convocation of the general meeting of shareholders.

[Supplementary Principle 4-11-3 Evaluation of Board Effectiveness]

- The Board evaluates its effectiveness based on the results of prior questionnaires and discussions, and discloses the results' summary on the Company's corporate website.

<https://www.cosmo-energy.co.jp/en/ir/management/governance.html>

[Supplementary Principle 4-14-2 Training Policy for Officers]

- The Company holds several in-house training sessions for directors and their candidates in order to further improve their industry knowledge and expertise. It also provides them with opportunities to attend external training courses and so forth as necessary.
- Upon appointment of directors, the Company offers them opportunities to: 1) have meetings with division heads to learn about the Company's and its core business companies' businesses (refining, sales, and oil exploration and production businesses) and 2) visit key facilities including its Group companies' oil exploration and production facilities in the Middle East, wind power plants, refineries, and service stations.

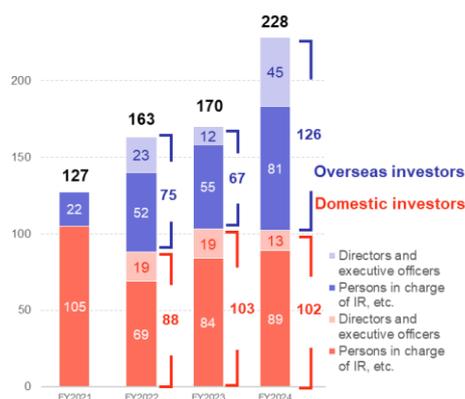
[Principle 5-1 Policy for Constructive Dialogue with Shareholders]

- In order to promote constructive dialogue with shareholders and investors and thereby contribute to its sustainable growth and the improvement of medium- to long-term corporate value, the Company has established a policy to implement the following measures:
 - (i) Designation of persons (senior management or other executives) who are to attend meetings intended to promote dialogue with shareholders
An officer in charge of IR supervises dialogue with shareholders and responds to them properly, including the selection of persons (senior management or other executives) who are to attend meetings with shareholders. If it is reasonably deemed appropriate based on shareholders' request and main concerns about meetings, directors including executive officers, outside directors and Audit and Supervisory Committee Members are to attend the meetings.
Outside directors have active involvement in dialogue with shareholders. They have taken the stage at every ESG Presentation that we started in FY2021, and have attended SR meetings as necessary. In FY2024, we held our first small meeting attended by outside directors as part of our efforts to enhance dialogue with shareholders and investors.
 - (ii) Measures to ensure organic cooperation among relevant internal departments with the aim of supporting dialogue
The department in charge of IR(Corporate Planning Department) plays a central role in holding constructive dialogue with shareholders and collaborates actively with related departments to, for example, share necessary information with them.
 - (iii) Measures to promote opportunities for dialogue aside from individual meetings
As a measure for dialogue aside from individual meetings, the Company holds earnings briefings for institutional investors around the year and posts the details on its corporate website. <https://www.cosmo-energy.co.jp/en/ir/library/presentation.html>
Furthermore, as a tool for constructive dialogue with domestic and overseas shareholders, the Company publishes the integrated report both in Japanese and English and enhances information disclosure, for example, by issuing newsletters for individual shareholders and providing a wide range of information on its website.
 - (iv) Effective feedback on shareholders' opinions and concerns
Opinions and concerns identified through dialogue with shareholders are regularly fed back to management.
 - (v) Measures to control insider information when engaging in dialogue
To prevent insider information leakage, the Company limits dialogue with shareholders by setting a certain length of silent period prior to the announcement of financial results.

[Implementation of Dialogue with Shareholders, etc.]

- In accordance with the Corporate Governance Code and the requirement for promoting and disclosing dialogue with shareholders based on the regulations of the Tokyo Stock Exchange, the Company believes that constructive dialogue with shareholders will contribute to the Company's sustainable growth and improvement of its corporate value over the medium- to long-term by helping shareholders have a deep understanding of its corporate governance and its measures to enhance corporate value, including medium-term management plans, and allowing the Company to receive the opinions of shareholders and work on engagement with them. Therefore, the Company places importance on and actively engages in dialogue with institutional investors and shareholders from the perspective of improving its sustainable corporate value.
- As part of such efforts, in addition to activities by the department in charge of IR and the management, the Company provides more opportunities for dialogue, attended by independent outside directors, with institutional investors and shareholders. Results of such dialogue in FY2024 are as follows:

Results of dialogue with institutional investors (from April 2021 to March 2025)



- In dialogue with institutional investors and shareholders, questions and answers are interactively exchanged on a variety of issues. Some participants highly evaluated the Company’s overall performance, saying that it made good progress and that it became a more lean and tough organization. Some expressed their satisfaction with the capital policy under the current medium-term management plan, while others stated their expectations and concerns about future growth drivers. These opinions are fed back to the Board of Directors and others in a timely and appropriate manner regularly or irregularly, and are also reflected in the Company’s management strategies and measures depending on the content.

【Action to Implement Management that is Conscious of Cost of Capital and Stock Price】

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|--|-------------------------------------|
| Details Updated | Disclosure of Initiatives (updated) |
| English disclosure Updated | Yes |
| Update date Updated | June 30, 2025 |
| Description of the applicable items Updated | |

- Under The 7th Consolidated Medium-Term Management Plan “Oil & New -Next Stage -” announced in March 2023, the Company formulated the four basic policies, namely “Secure profitability,” “Expand New fields to drive growth,” “Realize three-pronged capital policy,” and “Transform management foundation” in the belief that achieving business strategies through the use of non-financial capital, improving profitability and implementing more attractive capital policy, and expanding growth businesses will contribute to corporate value enhancement (PBR improvement).
- The 7th Consolidated Medium-Term Management Plan has set the ROIC target exceeding capital cost calculated based on WACC.
- We will implement our capital policy through a three-pronged approach that places equal emphasis on shareholder returns, financial health and capital efficiency. Fully conscious of the stock price, we have actively disclosed information on our capital policy to the capital market, such as improved total return ratio, stable dividend payment over minimum set dividend, and disclosure of the calculation method for financial health targets.
- The Board of Directors has analyzed the current situation, including market valuations, and disclosed our initiatives to enhance corporate value and results thereof in the quarterly financial results in FY2023 and in the full-year financial results FY2024.
- The 7th Consolidated Medium-Term Management Plan (announced on March 23, 2023)
<https://www.cosmo-energy.co.jp/en/ir/management/mediumterm/pdf/7thmediumterm.html>
- Results for the First Quarter of Fiscal 2023 (announced on August 10, 2023)
https://www.cosmo-energy.co.jp/content/dam/corp/jp/en/ir/financial/presentation/2023/q1/pdf/presen2023e_1q.pdf
- Results for the Second Quarter of Fiscal 2023 (announced on November 8, 2023)
https://www.cosmo-energy.co.jp/content/dam/corp/jp/en/ir/financial/presentation/2023/q2/pdf/presen2023e_2q.pdf
- Results for the Third Quarter of Fiscal 2023 (announced on February 8, 2024)
https://www.cosmo-energy.co.jp/content/dam/corp/jp/en/ir/financial/presentation/2023/q3/pdf/presen2023e_3q.pdf
- Results for Fiscal 2023 (announced on May 9, 2024)
https://www.cosmo-energy.co.jp/content/dam/corp/jp/en/ir/financial/presentation/2023/pdf/presen2023e_04.pdf
- Results for Fiscal 2024 (announced on May 13, 2025)
https://www.cosmo-energy.co.jp/content/dam/corp/jp/en/ir/financial/presentation/2024/pdf/presen2024e_04.pdf

2. Capital Structure

| | |
|------------------------------------|---------------------------|
| Percentage of foreign shareholders | From 10% to less than 20% |
|------------------------------------|---------------------------|

[Status of Major Shareholders] Updated

| Name/company name | Number of shares owned (shares) | Percentage (%) |
|--|---------------------------------|----------------|
| Iwatani Corporation | 17,709,900 | 21.28 |
| The Master Trust Bank of Japan, Ltd. (Trust account) | 10,696,600 | 12.85 |
| Custody Bank of Japan, Ltd. (Trust account) | 3,999,400 | 4.80 |
| JPMorgan Securities Japan Co., Ltd. | 2,418,355 | 2.90 |
| Kansai Electric Power Co., Inc. | 1,860,000 | 2.23 |
| Cosmo Energy Holdings Customers Shareholding Association | 1,685,400 | 2.02 |
| Mizuho Bank, Ltd. | 1,600,012 | 1.92 |
| Aioi Nissay Dowa Insurance Co., Ltd. | 1,580,300 | 1.89 |
| Sompo Japan Insurance Inc. | 1,342,320 | 1.61 |
| Mitsui Sumitomo Insurance Co., Ltd. | 1,250,000 | 1.50 |

| | |
|--|-------------|
| Controlling shareholder (excluding parent company) | Not adopted |
| Parent company | Not adopted |

Supplementary explanation Updated

- Although the Company holds 5,164,505 shares of the treasury shares, it is excluded from the above list of major shareholders. The treasury shares do not include those shares owned by the trust bank through the “Executive Remuneration Board Incentive Plan (BIP) Trust.”
- The aforementioned number of shares owned include the following number of shares held in connection with trust business:
The Master Trust Bank of Japan, Ltd. (Trust account) 10,696,600 shares
Custody Bank of Japan, Ltd. (Trust account) 3,999,400 shares
- Although a large volume holding report (a change report) was submitted by Mitsubishi UFJ Financial Group, Inc. and made available for public inspection on February 18, 2025, such change is not reflected in the above Status of Major Shareholders.

3. Corporate Attributes

| | |
|--|------------------------------------|
| Listed stock exchanges and market section | Tokyo Stock Exchange Prime Section |
| Fiscal year-end | March |
| Industry sector | Oil & coal products |
| (Consolidated) Number of employees as of the end of the immediately preceding business year | 1,000 or more |
| (Consolidated) Sales in the immediately preceding business year | 1 trillion yen or more |
| Number of consolidated subsidiaries as of the end of the immediately preceding business year | 10 or more and less than 50 |

4. Policy on Measures to Protect Minority Shareholders When Conducting Transactions with Controlling Shareholders

5. Other Special Circumstances that May Have Significant Impact on Corporate Governance Updated

[Other Approaches and Policies for Group Management at Subsidiaries and Affiliates]

Iwatani Corporation, one of our shareholders, holds 20.07% of voting rights of the Company, that is, the Company is an equity method affiliate of Iwatani Corporation.

The Company has concluded a capital and business alliance agreement with Iwatani Corporation with the aim of achieving carbon neutrality by 2050. Energy demand is changing, and we will create new synergy and increase the corporate value of us by collecting our respective management resources and expertise and further deepening our collaboration to ensure a smooth transition from fossil fuels such as oil and LP gas to hydrogen and renewable energy. Furthermore, as an organization to promote the business alliances, the alliance promotion committee chaired by the representative directors of both companies will be operated to discuss the details of the alliances and implement the alliance.

[Other Approaches and Measures for Ensuring Independence from Subsidiaries and Affiliates, etc. Necessary for the Protection of Minority Shareholders]

The terms and conditions of sale and purchase of products to and from Iwatani Corporation are determined in the same manner as those of general transactions.

The Board of Directors of the Company consists of half of independent outside directors. The Board of Directors has established a voluntary Nomination and Compensation Committee, chaired by an independent outside director and whose majority are independent outside directors, as an advisory body to the Board of Directors, for the election and dismissal of senior management and the nomination of directors including Audit & Supervisory Committee members, and for the determination of the election and dismissal of, and the compensation for, senior management and directors, in order to maximize the interests of all shareholders while ensuring management independence as a listed company.

II Status of Business Management Organization and Other Corporate Governance Systems for Managerial Decision-making, Business Execution, and Oversight

1. Matters Relating to Institutional Structure, Organizational Operation, etc.

| | |
|---------------------|--|
| Organizational form | Company with Audit and Supervisory Committee |
|---------------------|--|

[Matters Relating to Directors]

| | |
|---|----------------|
| Maximum number of directors stipulated in the Articles of Incorporation | 17 |
| Term of directors' office stipulated in the Articles of Incorporation | 1 year |
| Chairperson of the Board | Group Chairman |
| Number of directors | 12 |
| Appointment of outside directors | Appointed |
| Number of outside directors | 6 |
| Number of independent directors | 6 |

Relationship with the Company (1)

| Name | Attribute | Relationship with the Company (*) | | | | | | | | | | | |
|--------------------|----------------------|-----------------------------------|---|---|---|---|---|---|---|---|---|---|--|
| | | a | b | c | d | e | f | g | h | i | j | k | |
| Ryuko Inoue | Attorney at law | | | | | | | | | | | | |
| Takuya Kurita | Other | | | | | | | | | | | | |
| Takako Suzuki | From another company | | | | | | | | | | | | |
| Yasuko Takayama | From another company | | | | | | | | | | | | |
| Keiichi Asai | From another company | | | | | | | | △ | | | | |
| Toshihiro Kuriyama | From another company | | | | | | | | | | | | |

* Categories for "Relationships with the Company"

* "○" when the director presently falls or has recently fallen under the category; "△" when the director fell under the category in the past.

* "●" if close relatives presently fall or have recently fallen under the category; "▲" if close relatives fell under the category in the past.

a. Executing person of the Company or its subsidiaries; b. Non-executive director or executing person of a parent company of the Company; c. Executing person of a sister company of the Company; d. A party whose major client or supplier is the Company or an executing person thereof; e. Major client or supplier of the Company or an executing person thereof; f. Consultant, accountant, or legal professional who receives a large amount of monetary consideration or other property from the Company besides compensation as a director/Audit and Supervisory Board Member; g. Major shareholder of the Company (if the major shareholder is a corporate body, executing person of that corporate body); h. Executing person of a client or supplier of the Company (that does not fall under d, e, or f) (the director himself/herself only); i. Executing person of a company between which and the Company's outside officers are mutually appointed (the director himself/herself only); j. Executing person of a company to which the Company donates (the director himself/herself only); k. Other

| Name | Member of the Audit and Supervisory Committee | Independent director | Supplementary explanation about the relationship | Reasons for appointment |
|---------------|---|----------------------|--|--|
| Ryuko Inoue | | ○ | - | <p>After joining the Ministry of Agriculture, Forestry and Fisheries in 1981, Ryuko Inoue took the office of Permanent Representative of Japan to Food and Agriculture Organization of the United Nations, and United Nations World Food Programme in 2003, contributing to the growth of the global economy. She is currently an attorney at Atsumi Sakai Law Office and Foreign Law Joint Venture, as well as an outside director at multiple companies.</p> <p>Based on her experience at the Ministry of Agriculture, Forestry and Fisheries, her extensive knowledge in her current roles as an attorney at law and as an outside director at other companies, she has provided valuable guidance based on her ability to further improve the Company's succession planning and performance-linked executive remuneration as a member of the Nomination and Remuneration Committee. She has also properly executed her duties as an outside director by leveraging her wide-ranging knowledge that extends beyond the industry to which the Company belongs.</p> |
| Takuya Kurita | | ○ | - | <p>Takuya Kurita joined the Ministry of Construction (now the Ministry of Land, Infrastructure, Transport and Tourism) in 1984, and was appointed Director of the Urban Renewal Promotion Division, City and Regional Development Bureau of the Ministry in 2009, where he contributed to the development of the Japanese economy through urban development. He was appointed as Counselor of the Headquarters for the Reconstruction from the Great East Japan Earthquake in 2011, where he directed reconstruction policies, and was appointed as Vice-Minister of the Ministry of Land, Infrastructure, Transport and Tourism in 2020. After retiring from the Ministry in 2021, he has served as Advisor of Sumitomo Mitsui Trust Bank, Limited and Project Professor at the University of Tokyo.</p> <p>Based on his experience working in that government ministry, and serving as an advisor of other companies and project professor, he has provided valuable guidance to further improve the Company's succession planning and performance-linked executive remuneration as a member of the Nomination and Remuneration Committee. He has also properly executed his duties as an outside director by leveraging his wide-ranging knowledge that extends beyond the industry to which the Company belongs.</p> |
| Takako Suzuki | | ○ | - | <p>Takako Suzuki joined Nissan Motor Co., Ltd. in 1984. In 2001, she engaged in public relations and marketing for products targeting women at multiple companies, including the Louis Vuitton Group, and then leveraged her insights in this field. In 2010, she joined S.T. CORPORATION where she produced many hit products as part of a design revolution and in 2013 was appointed President and CEO.</p> <p>In 2023, she assumed the position of Chairperson at S.T. CORPORATION, and along with her experience as External Director at KING JIM CO., LTD. and Outside Director at FUJIFILM Holdings Corporation, she has properly executed her duties as an outside director by leveraging her wide-ranging knowledge that extends beyond the industry to which the Company belongs.</p> |

| | | | | |
|--------------------|---|---|--|--|
| Yasuko Takayama | ○ | ○ | - | <p>After serving as the person in charge of consumer relations and the CSR department and a full-time Audit & Supervisory Board Member at Shiseido Co., Ltd., Yasuko Takayama has served as an Outside Director and Outside Audit & Supervisory Board Member for several listed companies, as well as a member of the Central Labour Relations Commission.</p> <p>As a member of the Nomination and Compensation Committee of the Company, she has endeavored to further improve the Company's succession planning and performance-linked executive remuneration. In addition, as chairperson of the Audit and Supervisory Committee, based on her experience up to her previous position and extensive knowledge of corporate governance, she provided auditing and oversight regarding the legitimacy and appropriateness of management decision-making process and business execution. In addition to the above achievements, based on her wide-ranging perspectives that extends beyond the industry to which the Company belongs, the Company believes she is capable of properly executing her duties as an outside director (Audit and Supervisory Committee member).</p> |
| Keiichi Asai | ○ | ○ | <p>In the respective current fiscal year of KH Neochem Co., Ltd., for which Mr. Keiichi Asai previously served as director, and the Company, sales to the other party accounted for less than 2% of consolidated total sales of each company, which the Company defines as independence standards for independent outside directors. Accordingly, we determined that Mr. Asai has sufficient independence. On that note, he retired from the position of an executing person of the company in March 2019.</p> | <p>Keiichi Asai built his career in the petroleum business divisions (sales, supply and demand, refining, etc.) mostly in the energy field at Mitsubishi Corporation. After serving as Executive Officer at Mitsubishi Corporation, he became the Director and Vice President of Lithium Energy Japan in 2013 and the Representative Director, President and Chief Executive Officer of KH Neochem Co., Ltd. in 2014.</p> <p>At the Company, he has successfully further improved the Company's succession planning and performance-linked executive remuneration as a member of the Nomination and Remuneration Committee. He has also provided auditing and oversight regarding the legitimacy and appropriateness of management decision-making process and business execution as a Member of the Audit and Supervisory Committee. In addition to these achievements, based on his international knowledge that includes postings in the U.S. and India, and his extensive knowledge and experience related to corporate management in general, the Company believes he is capable of properly executing his duties as an outside director (Audit and Supervisory Committee member).</p> |
| Toshihiro Kuriyama | ○ | ○ | - | <p>After joining ALPS ELECTRIC CO., LTD. (now ALPS ALPINE CO., LTD.), he served as the General Manager of the Business Development Headquarters and the General Manager of the Engineering Headquarters. Then in 2012 he was appointed Representative Director, President, and in 2023 Representative Director, Chairman. ALPS ELECTRIC operates businesses extensively in Japan and overseas that are indispensable to the mobility industry, including the development and sale of automotive in-vehicle information equipment. Not only has he expanded its business operations, but also established various systems required by the company, including a sustainable governance framework and initiatives geared towards decarbonization.</p> <p>He has provided auditing and oversight regarding the legitimacy and appropriateness of management decision-making process and business execution as a Member of the Audit and Supervisory Committee of the Company. Based on his extensive knowledge and experience related to corporate management in general, the Company believes he is capable of properly executing his duties as an outside director (Audit and Supervisory Committee member).</p> |

[Audit and Supervisory Committee]

| Committee's Composition and Attributes of Chairperson | | | | | |
|--|---|-----------------------------|------------------------------|-----------------------------|------------------|
| | Total number of committee members (persons) | Full-time members (persons) | Internal directors (persons) | Outside directors (persons) | Chairperson |
| Audit and Supervisory Committee | 4 | 1 | 1 | 3 | Outside director |
| Appointment of directors and employees who are to assist the duties of the Audit and Supervisory Committee | Yes | | | | |

Matters Related to the Independence of Such Directors and Employees from Executive Officers

To assist the duties of the Audit and Supervisory Committee, the Company established the Secretariat for the Audit and Supervisory Committee and assigned full-time staff. With the aim of ensuring independence of the full-time staff, the Company established a rule that, when making a decision on matters related to their personnel issues such as transfer, consent from the Audit and Supervisory Committee must be obtained in advance.

Status of Cooperation Between Audit and Supervisory Committee, Independent Auditors, and Internal Auditing Office

The Audit and Supervisory Committee regularly holds meetings with the independent auditor (KPMG AZSA LLC) to receive reports on the status of business execution and assets of the Company and its subsidiaries and to maintain close cooperation with the auditor by sharing information and exchanging opinions with each other. The Committee regularly receives reports on the results of internal audits from the Internal Auditing Office, evaluates the appropriateness of the internal control system, and provides instructions on additional audits and investigations as necessary.

[Voluntary Committees]

| | |
|---|-----|
| Establishment of voluntary committees corresponding to a nomination or remuneration committee | Yes |
|---|-----|

Voluntary Committees' Name, Composition, and Attributes of Chairperson

| | Name of committee | Total number of committee members (persons) | Full-time members (persons) | Internal directors (persons) | Outside directors (persons) | Outside experts (persons) | Other (persons) | Chairperson |
|--|--|---|-----------------------------|------------------------------|-----------------------------|---------------------------|-----------------|-------------------|
| Voluntary committee equivalent to nominating committee | Nomination and Remuneration Advisory Committee | 5 | 1 | 1 | 4 | 0 | 0 | Outside directors |
| Voluntary committee equivalent to remuneration committee | Nomination and Remuneration Advisory Committee | 5 | 1 | 1 | 4 | 0 | 0 | Outside directors |

Updated

Supplementary explanation

The Company established the Nomination and Remuneration Advisory Committee whose majority is composed of independent outside directors, with the aim of ensuring transparency and objectivity in the process of determining director candidates and their remuneration. Serving as both a nominating committee and a remuneration committee, the Committee deliberates on prospective director candidates and the remuneration system and submits proposals to the Board of Directors. The Secretariat Office serves as the Committee's secretariat.

- State of Attendance in FY2024
Keiichi Asai (Chairperson): 9/9 times
Yasuko Takayama (committee member): 9/9 times
Ryuko Inoue (committee member): 9/9 times
Takuya Kurita (committee member): 9/9 times
Hiroshi Kiriya (committee member): 9/9 times

- Status of the Nomination and Remuneration Advisory Committee's Activities in FY2024
In FY2024, the Nomination and Remuneration Advisory Committee meetings were held nine times in total to mainly deliberate the following agenda items:

| | Matters deliberated/confirmed (nomination area) | Matters deliberated/confirmed (remuneration area) |
|--------------------|--|--|
| April 23, 2024 | • Appointment of directors and executive officer | • Executive remunerations (Rise in the upper limit) |
| May 13, 2024 | • Individual evaluation for FY2023 | • Executive remunerations (Remuneration table for non-executive directors) |
| June 10, 2024 | • Report on activities and effectiveness evaluation for FY2023 | • ESG assessment (Results of most important materiality issues for FY2023) • Number of previously fixed shares subject to stock-based remuneration for FY2024 and executive remuneration for FY2023, and stock-based remuneration to be provided in August 2024 |
| June 20, 2024 | • Appointment of members of the Nomination and Remuneration Advisory Committee | |
| July 24, 2024 | • Setting targets for each officer • Structure of directors in June 2025 and beyond and substitute Member of the Audit and Supervisory Committee • Report on the progress of training for newly appointed officers | |
| September 24, 2024 | | • Discussion about introduction of the malus and clawback clauses |
| November 12, 2024 | • Report on officers' multifaceted evaluation results | • Latest trend in governance and managers' remunerations and result of remuneration benchmark analysis |
| January 21, 2025 | • Nomination of officers of the Company and core operating companies for the next year | • Discussion about introduction of the malus and clawback clauses |
| March 26, 2025 | • Nomination of officers of core operating companies (Replacement of Outside Audit & Supervisory Board Members of COC) | • Discussion about introduction of the malus and clawback clauses • Executive remunerations for FY2025 |

[Matters Related to Independent Officers]

| | |
|--------------------------------|---|
| Number of independent officers | 6 |
|--------------------------------|---|

Other Matters Related to Independent Officers

The Company appoints independent outside directors taking into consideration business relationships with corporations and organizations for which outside directors serve as executives, while referring to the criteria on the Independence Standards for Independent Directors established by the Tokyo Stock Exchange.

[Matters Related to Incentives]

Implementation of measures related to the provision of incentives to directors

Introduction of a performance-linked remuneration system

Supplementary Explanation Updated

The Company has established a performance-linked remuneration system that has basic policies of: Incentives to enhance business performance and increase corporate value and shareholders value in the medium- to long-term; sharing sustainable profits with shareholders; encouraging a challenging spirit; and ensuring transparency and objectivity in the remuneration determination and evaluation processes. The system is composed of basic remuneration, which will be a set amount, as well as annual and medium- to long-term incentive remuneration. Annual incentive remuneration (bonus) is based on evaluation of the business performance against the consolidated net income target of 50 billion yen (excluding inventory evaluation effects) as 100% achievement rate, evaluation of achievement of ESG goals, and individual evaluation from perspectives of nominating managers, with an achievement rate that ranges from 0% to 200%. Medium- to long-term incentive remuneration is based on the Company's Total Shareholder Return (TSR) to the Tokyo Stock Price Index (TOPIX) growth ratio as well as the consolidated net debt-to-equity ratio (ratio of interest-bearing liabilities), with an achievement rate that ranges from 50% to 150%.

As medium- to long-term incentive remuneration, the Company has adopted a stock-based remuneration plan that is called Executive Remuneration Board Incentive Plan (BIP) Trust.

The performance-linked remuneration system is intended for directors (excluding non-executive directors, outside directors and directors who are Audit and Supervisory Committee members) and executive officers.

Persons eligible for stock options

Not adopted

Supplementary Explanation

[Matters Related to Directors' Remuneration]

Status of disclosure (of individual directors' remuneration)

Limited and individual disclosure

Supplementary Explanation Updated

| Classification | Number of people paid (persons) | Amount of remuneration, etc. (in million yen) | Basic remuneration (in million yen) | Performance-linked remuneration (annual incentive) (in million yen) | Non-monetary remuneration (medium- to long-term incentive) (in million yen) |
|---|---------------------------------|---|-------------------------------------|---|---|
| Directors (excluding Audit and Supervisory Committee members) | 9 | 554 | 253 | 251 | 50 |
| (Of which outside directors) | (3) | (43) | (43) | (-) | (-) |
| Directors (Audit and Supervisory Committee members) | 5 | 92 | 92 | - | - |
| (Of which outside directors) | (3) | (54) | (54) | (-) | (-) |
| Total | 14 | 647 | 346 | 251 | 50 |

* The amount of non-monetary remuneration above is the amount expensed as stock remuneration granted for the appraisal period that includes the current consolidated fiscal year.

We also disclose, in our annual securities report, the total amount of remuneration, etc. by officer and the amount by type of remuneration, etc., in cases where the total amount of remuneration, etc. is 100 million yen or more. The following shows the total amount and the amount by type of remuneration to be paid to respective officers in FY2024:

Hiroshi Kiriya (Director): 177 million yen in total (breakdown: Basic remuneration of 68 million yen, bonus of 92 million yen, and stock remuneration of 18 million yen)

Shigeru Yamada (Director): 179 million yen in total (breakdown: Basic remuneration of 68 million yen, bonus of 93 million yen, and stock remuneration of 19 million yen)

* The amount of stock remuneration mentioned above is the amount accounted for (expensed) as stock remuneration granted for the appraisal period that includes the current consolidated fiscal year and varies from the amount actually obtained when converted to the stock grant points. In the case where all of the base points for stock-based remuneration granted in the current consolidated fiscal year are

converted into the stock grant points, the amount of stock remuneration entitled to Hiroshi Kiriya and Shigeru Yamada is calculated to be 51 million yen and 51 million yen, respectively, based on the stock price on the base point calculation date.

The following shows the number of shares granted as remuneration for directors, etc. and the number of officers subject to stock-based remuneration in the current consolidated fiscal year.

This includes 13,395 shares granted to one officer who retired during the current consolidated fiscal year as remuneration for directors, etc. and 11,775 shares granted to one officer who retired before the current consolidated fiscal year as remuneration for directors, etc. The number of shares includes 40,670 shares converted into cash at the time of stock grant and granted in the cash-converted amount in accordance with the stock grant rules under the stock-based remuneration plan. No share has been granted to outside directors.

| Officer classification | Number of shares (shares) | Number of officers (persons) |
|---|---------------------------|------------------------------|
| Directors (excluding Audit and Supervisory Committee members) | 71,850 shares | 5 |
| Directors (Audit and Supervisory Committee members) | - | - |

Policy on determining remuneration amounts or the method for the calculation

Yes

Details of Disclosed Policy on Determining Remuneration Amounts or the Method for the Calculation

According to the resolution of the 9th Ordinary General Meeting of Shareholders, the upper limit of monetary remuneration for directors (excluding directors who are Audit and Supervisory Committee members) is set at 1 billion yen per year, and the same for directors who are Audit and Supervisory Committee members is set at 200 million yen per year. The upper limit of the amount of money contributed by the Company under the stock-based remuneration plan is set at 1 billion yen for each pertinent period.

The level of total remuneration to be paid to officers and the composition ratio of basic remuneration, annual incentive remuneration, and medium- to long-term incentive remuneration are determined through deliberation by the Nomination and Remuneration Advisory Committee, after being reviewed for their appropriateness based on the objective benchmark analyses that use analytical data called “Executive Compensation Database,” which is administered by an outside consultant, and compare the Company’s officer remuneration level and the remuneration composition with the latest state of those of leading domestic businesses companies.

[Supporting System for Outside Directors]

The Company assigned staff dedicated to supporting outside directors by, for example, distributing meeting materials in advance, providing prior explanations, and offering relevant information.

2. Matters Relating to Functions of Business Execution, Auditing, Oversight, Nomination, and Remuneration Decisions (Overview of Current Corporate Governance System) Updated

As a company that selected to be a “Company with an Audit and Supervisory Committee” as its form of governance, the Company established the Audit and Supervisory Committee and appointed its accounting auditor. Furthermore, by establishing a Nomination and Remuneration Advisory Committee as a voluntary committee, the Company ensures the objectivity and transparency of the process for appointing directors and executive officers and determining their remuneration.

(1) Board of Directors

The Company’s Board of Directors consists of 8 directors who are not Audit and Supervisory Committee members (5 male directors including one independent outside director, and 3 female directors including 2 independent outside directors) and 4 directors who are Audit and Supervisory Committee members (including one male internal director, 2 male independent outside directors, and one female independent outside director). It is responsible for making decisions on important matters such as basic management policies and overseeing business execution.

(2) Audit and Supervisory Committee

The Audit and Supervisory Committee, which consists of 4 (one full-time and 3 part-time) Audit and Supervisory Committee members including 3 independent outside directors, is responsible for auditing and overseeing execution of duties by directors as well as other duties as a whole associated with the Group’s management, using internal control system. The Committee is chaired by an independent outside director. The Audit and Supervisory Committee holds a meeting at least once a month, in principle, and on an ad-hoc basis if necessary.

(3) Outside Directors

The Company is taking the following initiatives to utilize abundant knowledge and experience of outside directors and ensure transparency and objectivity in decision-making.

- a. Outside directors are involved in determining the basic management policy at the Company’s Board of Director from the examination stage to review and discuss matters from multiple perspectives. In determining and supervising important business execution, its conformity with the basic management policy will be verified based on the opinions of outside directors.
- b. Before making a decision on nomination and compensations for the Company’s officers is determined at the Board of Directors’ meeting, the proposal will be submitted to the Nomination and Remuneration Advisory Committee, which is chaired by an outside director and whose majority is composed of outside directors, to ensure the transparency and objectivity of the decision-making process.

(4) Accounting auditor

The Company appointed KPMG AZSA LLC as its accounting auditor and receives advice and guidance from a third-party perspective regarding the appropriateness and legitimacy of the Company’s accounting and accounting-related internal control system.

(5) Internal audit

The Company has the Internal Audit Office that consists of staff members directly reporting to the Representative Director, Group CEO. The Office is responsible for conducting internal audits on the Company's and its affiliates' business activities in accordance with the annual internal audit plan consulted with the Executive Officers' Committee. In addition to offering concrete suggestions and recommendations for the improvement of operational efficiency, the Internal Auditing Office submits reports of internal audit to senior management, the Executive Officers' Committee, and the Audit and Supervisory Committee.

(6) Nomination and Remuneration Advisory Committee

The Nomination and Remuneration Advisory Committee is comprised of five members in total, one internal director and four independent outside directors, and chaired by an independent outside director. Serving as an advisory body for the Board of Directors, the Committee deliberates on the officers' nomination and remuneration.

(7) Executive Officers' Committee

The Executive Officers' Committee consists of key executive officers including the Group CEO and directors who are full-time Auditing and Supervisory Committee members as well as the presidents of the core operating companies (Cosmo Oil Co., Ltd., Cosmo Oil Marketing Co., Ltd., and Cosmo Energy Exploration & Production Co., Ltd.). In general, the Committee holds a meeting every two weeks and serves as a mechanism for making decisions on the basic policies and important matters concerning business execution based on the management policies determined by the Board of Directors.

(8) Sustainability Strategy Committee

Aiming to realize the Group Management Vision, the Company has established a Sustainability Strategy Committee and a Sustainability Committee as organizations that supervise activities related to sustainability and internal control. The Sustainability Strategy Committee is composed of executive officers including the Group CEO, the General Manager of Corporate Planning Department, the presidents and executive officers in charge of sustainability at the core operating companies (Cosmo Oil Co., Ltd., Cosmo Oil Marketing Co., Ltd., and Cosmo Energy Exploration & Production Co., Ltd.). Directors who are full-time Audit & Supervisory Committee members attend as observers. The Committee promotes more focused and proactive initiatives by discussing policies for sustainability activities, including safety, risk management, human rights, and the environment, monitoring and evaluating performance, and reporting important matters to the Board of Directors. Through discussions within the committee, sustainability management became increasingly embedded in the Group's operations, and efforts to integrate financial and non-financial initiatives progressed. Then in April 2025, the Group adopted a new sustainability governance structure with the decision-making role assumed by the Executive Officers' Committee. As a result, the Sustainability Strategy Committee was replaced by a new Sustainability Strategy Council.

3. Reasons for Adoption of Current Corporate Governance System

The Company has adopted the governance form of a Company with an Audit and Supervisory Committee, for the purpose of increasing the ratio of outside directors and strengthening the Board's audit and supervisory functions.

Furthermore, with the aim of clearly segregating management decision making and supervision of business execution (the Board of Directors) from business execution, the Company adopted an executive officer system. Some authority has been delegated to executive officers to ensure quick response to changes in the business environment and prompt decision making.

III Implementation of Measures for Shareholders and Other Stakeholders

1. Measures to Vitalize the General Meeting of Shareholders and Ensure Smooth Exercise of Voting Rights

| | Supplementary explanation |
|---|---|
| Early notification of general meeting of shareholders | The convocation notice is sent about three weeks before the date of the ordinary general meeting of shareholders. It is also published on the Company's website about four weeks before the date of the ordinary general meeting of shareholders. |
| Scheduling ordinary general meeting of shareholders avoiding the peak day | The Company ensures that as many shareholders as possible can attend by scheduling its ordinary general meetings of shareholders on a non-peak day. |
| Allowing electronic exercise of voting rights | The online exercise of voting rights has been made available. |
| Participation in Electronic Voting Platform and other efforts to enhance the voting environment for institutional investors | The Company has participated in the Electronic Voting Platform. |
| Provision of convocation notice (summary) in English | The Company's notice of convocation of the general meeting of shareholders, business reports, consolidated/non-consolidated financial statements, transcripts of audit reports, and reference documents for the general meeting of shareholders are translated into English and posted on its corporate website and the Electronic Voting Platform website. |
| Other | Notice of convocation of the general meeting of shareholders, business reports, consolidated/non-consolidated financial statements, transcripts of audit reports, reference documents for the general meeting of shareholders, and a map to the venue of the general meeting of shareholders are posted on the corporate website. In its general meeting of shareholders, the Company uses visual aids to help shareholders better understand matters to be reported, and provides live broadcasting of the general meeting of shareholders to shareholders who are unable to attend the venue. |

Moreover, the methods and procedures for dealing with shareholders' rights are stipulated in the Stock Handling Rules and the Procedures for Inspection and Copying Statutory Documents, etc.

2. IR Activities Updated

| | Supplementary explanation | Explanation by representative |
|--|--|-------------------------------|
| Preparation and publication of disclosure policy | As its information disclosure policy, the Company has published Disclosure Policy on its corporate website. | |
| Regular briefings for individual investors | As for financial and non-financial information briefings held for analysts and institutional investors, the Company has published presentation materials and summary of a Q&A session on the day as well as made archived streaming of the conference available on its corporate website. In FY2024, we held our first online briefing for individual investors. Furthermore, as a measure to prevent information gaps between institutional and individual investors, the Company has set up a website for individual investors and publish shareholder newsletters twice a year. https://www.cosmo-energy.co.jp/en/ir.html | Not adopted |
| Regular briefings for analysts and institutional investors | The Company holds multiple briefings around the year. The financial performance briefing sessions are provided every quarter. The Company's senior management provides briefing and Q&A sessions to explain business strategies, financial results, and performance forecast. We hold an ESG presentation session once a year where our senior management provides briefing on the progress of sustainability strategy and measures, and Q&A sessions also attended by outside directors. The Company has published presentation materials and summary of a Q&A session on the day as well as made archived streaming of the conference available on its corporate website. In addition to the above, we offer observation tours to visit the Group's business sites, including power plants, refineries, and service stations. | Yes |
| Regular investor briefings for overseas investors | While the Company does not hold briefing sessions for overseas investors, it discloses briefing videos for analysts and institutional investors voiced over in English on the corporate website, together with reference materials and a summary of the Q&A session in English. | Yes |
| Posting of IR materials on website | The Company posts financial information (summary of consolidated financial results, presentation materials, securities reports, quarterly reports, and historical performance data that can be downloaded in an Excel format) and non-financial information (ESG presentation materials and ESG data set), as well as stock and corporate bond information, and publications (integrated reports, shareholder newsletters). https://www.cosmo-energy.co.jp/en/ir/library.html For overseas investors, the Company offers information in English, substantially equivalent to that in Japanese. | |
| Establishment of department and/or manager in charge of IR | (Officer in charge) Representative Director, Senior Executive Officer, Taisuke Matsuoka (Department and person in charge) Masatomo Tomite, head of IR Group, Corporate Planning Department | |

3. Measures to Ensure Due Respect for Stakeholders Updated

| | Supplementary explanation |
|---|---|
| Provisions to ensure due respect for stakeholders in internal rules, etc. | The Cosmo Energy Group Code of Conduct (the Code of Conduct, revised in December 2024) stipulates the Group’s social responsibilities to be fulfilled towards stakeholders. In order to embed the Code of Conduct into the organization, the Group provides all Group employees with an e-learning training session once a year and helps them be fully informed of corporate ethics and human rights. |
| Implementation of environmental conservation activities, CSR activities, etc. | The Group respects the United Nations Global Compact Principles (human rights, labor standards, environment, and anti-corruption) and works toward the achievement of the Cosmo Energy Group Management Vision. We will continue to promote sustainable management and implement supply chain initiatives toward the realization of a sustainable society. In the oil exploration and production business, it has positioned environmental conservation activities as its priority and is undertaking initiatives intended to minimize environmental burden. As its environmental conservation activities in oil-producing countries, the Company is engaged in a wide range of environmental conservation activities on Mubarraz Island, a crude oil production site, including mangrove planting and other greening initiatives, conservation of coral in the ocean, cultivation of seaweed, and protection of rare species (osprey). In Japan, it has been engaged in a satoyama (countryside) conservation activities with the aim of maintaining and preserving the satoyama around its business sites (“Cosmo Forests”) and passing them on to the next generation. |
| Development of policies on information provision to stakeholders | The Cosmo Energy Group Code of Conduct provides for as follows: To achieve management transparency, we ensure timely and appropriate information disclosure to shareholders, investors, etc.; and to help them better understand our management policies and business activities, we ensure sincere and active communication with them. In accordance with its Group Management Vision and Code of Conduct, the Company sets out its basic policy on information disclosure in the Disclosure Policy. To disclose information to various stakeholders around the Group, the Company issues integrated reports entitled “Cosmo Report” with reference to various guidelines and posts editorial policy on its corporate website. |
| Other | <p>(Ensuring diversity) • Refer to [Supplementary Principle 2-4-1]</p> <p>(Efforts to improve health) <Health and Productivity Management> Our Group believes that physical and mental health of our officers and employees is the source of the Group’s corporate value creation and serves as the basis for sustainable growth. We also believe that, in order to offer high-quality products and services in a safe and stable manner, it is indispensable to provide an environment in which our officers and employees are physically and mentally healthy and can demonstrate their capabilities to a maximum extent. For that, we have set our health management initiatives in the health management policy. As we place a focus on the prevention, early detection, and early treatment of illnesses, we provide a smoking cessation support program by setting working-hour non-smoking rules to improve each person’s health and prevent passive smoking, as well as paid special leaves for complete medical checkups and secondary examinations. <Promotion System> With the General Manager of the Human Resource Department of Cosmo Energy Holdings as the person responsible for driving health and productivity management, a new Health and Productivity Management Promotion Committee, consisting of the Human Resource Department, industrial physicians, medical professionals, and health insurance associations, as well as the core operating companies, has been established to examine initiatives for across-the-board health and productivity management. We have positioned the Group CEO as the head of health and productivity management and the officer in charge of Human Resources of Cosmo Energy Holdings as the deputy head. With the Group CEO at the helm, this approach reinforces our commitment to health and productivity management. * Please refer to our website for the system diagram and initiatives. https://www.cosmo-energy.co.jp/en/sustainability/social/employee6.html</p> |

IV Matters Related to Internal Control System, Etc.

1. Basic Views on Internal Control System and the Progress of System Development Updated

[Basic View]

The Cosmo Energy Group is committed to implementing its Management Vision and Code of Conduct while ensuring that operations are carried out in an appropriate and efficient manner. Toward these ends, the Group has established and maintains systems under which directors and employees of the Company and its Group companies carry out their duties; systems for risk management and internal auditing; and systems for audits performed by the Audit and Supervisory Committee.

[Design of Internal Control System]

In order to achieve the Group Management Vision, the Company established the “Cosmo Energy Group Code of Conduct” and ensures ethical corporate behavior based on the spirit of regulatory compliance. To implement the Cosmo Energy Group’s Management Vision and Code of Conduct and properly and efficiently carry out operations, the Group has established and maintains systems under which directors and employees of the Company and its Group companies carry out their duties; systems for risk management and internal auditing, and systems for audits performed by the Audit and Supervisory Committee based on [the Basic Policy on Internal Control Systems](#).

In April 2021, we have established the Sustainability Strategy Committee chaired by the Representative Director and Group CEO, as an organization that supervises activities related to sustainability and internal control. In FY2024, the Sustainability Strategy Committee convened 6 meetings and discussed 19 topics, among which 9 were deliberated and proposed at the Board of Directors’ meetings. Discussions in this structure helped a sustainable management spread across the board and we saw good progress made in our efforts to combining financial and non-financial initiatives. In FY2025, therefore, we revised our governance framework in which decision-making functions were consolidated in the Executive Officers’ Committee. Due to this change, in FY2025, the Sustainability Strategy Committee was abolished and the Sustainability Strategy Council was newly established instead as a supporting function of the Executive Officers’ Committee.

Other measures are also undertaken to ensure compliance, such as the distribution of the Cosmo Energy Group Code of Conduct/Management Vision Card to all employees, in addition to the implementation of regular monitoring surveys and provision of training sessions targeting the Cosmo Energy Group’s officers and employees.

To appropriately respond to consultations and reports from its employees, the Company has set up the Cosmo Energy Group Corporate Ethics Consultation Helpline inside and outside the organization. Anonymity and other protections from negative consequences are provided to whistleblowers.

As a system to ensure that directors’ duties are performed efficiently, the Company formulated the Rules of the Board of Directors, Rules of the Executive Officers’ Committee, the Operational Rules, and the Decision-making Authority Rules.

As a system for the retention and management of information pertaining to the execution of directors’ duties, the Company ensures that such information is properly retained and managed in accordance with internal rules regarding information management, such as the Rules of the Board of Directors and Information Management Rules.

As the system of internal controls over financial reporting based on the Financial Instruments and Exchange Act, the Internal Audit Office performs its functions of evaluating and improving the entire Cosmo Energy Group’s internal control systems.

2. Basic Views on Eliminating Anti-Social Forces and Progress of Related Efforts Updated

[Basic Views on Eliminating Anti-Social Forces]

In Chapter 6 (“We strive to maintain our position as an honest corporate group”) of the Cosmo Energy Group Code of Conduct, a provision stipulates as follows: “We have absolutely no relationships with organized criminal elements or groups who may threaten social order or safety, and we do not compromise with them or grant them any benefit whatsoever. We also do not involve ourselves in money laundering.”

[Progress in Efforts to Eliminate Anti-social Forces]

In accordance with the basic guidelines above, the Company formulated manuals for dealing with anti-social forces (unreasonable demands, malicious solicitations, etc.). We also collect and manage unreasonable demand information, and respond to consultations from respective business sites. At the same time, we have established a system to cooperate with relevant authorities when appropriate.

Moreover, as a member of the Federation for Special Violence Prevention Measures under the jurisdiction of the Metropolitan Police Department (Tokuboren; a public interest incorporated association), the District Special Violence Prevention Measures Council (Tokubokyo; a regional public interest organization), and the Tokyo Center for Removal of Criminal Organizations (Botsui Tomin Center; a public interest incorporated foundation), the Company participates in various workshops and is engaged in information gathering activities.

As an awareness-raising activity, we help our each and every employee better understand the Cosmo Energy Group Code of Conduct by providing corporate ethics training once a year. We also ensure that the Code is fully communicated within the organization by monitoring the level of recognition.

V Other

1. Adoption of anti-takeover measures

Adoption of anti-takeover measures

Not adopted

Supplementary Explanation

2. Other Matters Concerning Corporate Governance System Updated

The below describes the internal system for timely disclosure of our corporate information.

1. Basic policy

Aiming to be a company trusted by stakeholders, our basic policy is to disclose financial and other important management information in a timely and appropriate manner, and to proactively disclose non-financial information as well.

2. Basic policies on the information disclosure

The Company complies with the Companies Act, the Financial Instruments and Exchange Act (including fair disclosure rules), and other relevant laws and regulations, as well as the “Rules on Timely Disclosure of Corporate Information by Issuer of Listed Securities” (hereinafter referred to as the “Timely Disclosure Rules”) provided for by the Tokyo Stock Exchange (hereinafter referred to as the “TSE”). We will proactively disclose information that is not required for disclosure under applicable laws and regulations and the Timely Disclosure Rules, if we determine that the disclosure is effective to help our stakeholders understand the Company.

3. Method of information disclosure

Any information that is required for disclosure under the Timely Disclosure Rules will be posted on the Company’s website promptly, in principle, after being disclosed on the TSE’s “TDnet (Timely Disclosure Information Transmission System).” We will publicly disclose information that is not required to be disclosed under the Timely Disclosure Rules by posting it on our corporate website and other media.

4. Prevention of insider trading

We have established internal rules to properly manage important corporate information and prevent insider trading. We also ensure that these rules are fully communicated to all employees of the Group and promote awareness-raising activities.

5. Handling of performance forecast and forward-looking information

Any statements made herein with respect to non-historical facts, including the Company’s plans, forecasts, and management goals, are based on the Company’s judgments and assumptions that were made according to the information available at that point of time. Due to various factors, however, actual performance may differ significantly from such statements. Factors that affect business performance include, but not limited to, economic conditions, crude oil prices, supply and demand and market conditions for petroleum products, and exchange rates.

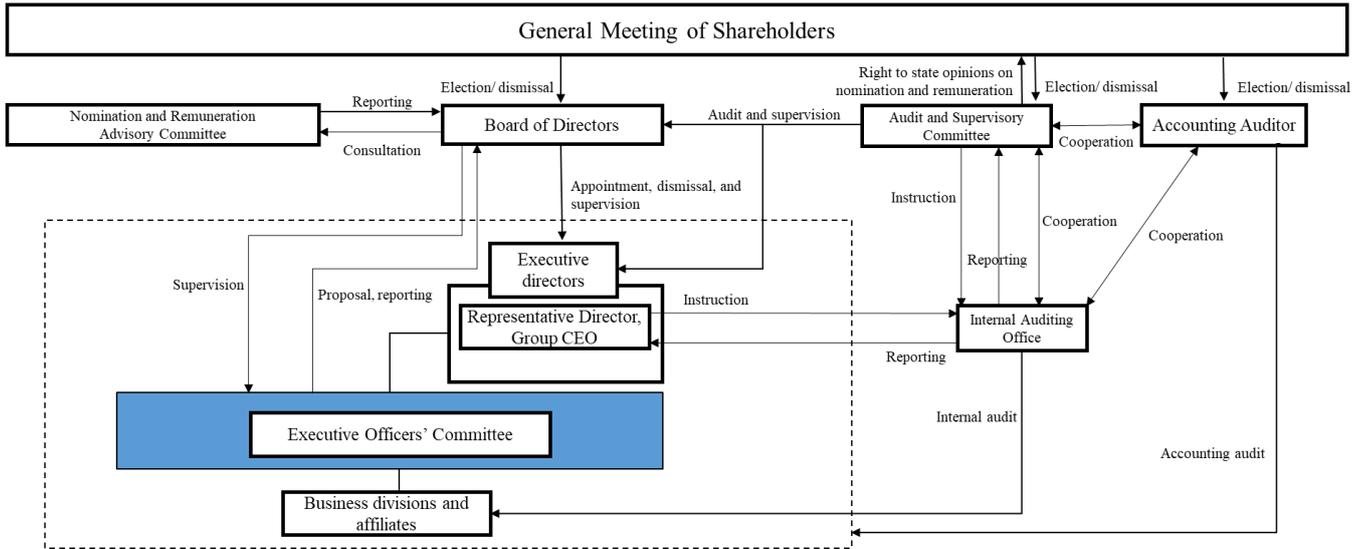
6. Quiet period (period to withhold information disclosure)

In order to prevent the leakage of important corporate information and to ensure the fairness of information disclosure, the Company has designated the period (approximately one month) from the day immediately following the quarterly account settlement date to the date of announcement of financial results as the “quiet period.” During the quiet period, the Company will refrain from commenting or replying to inquiries about the financial results, except for those relating to information that has already been in the public domain. However, in the case of occurrence of any facts that fall under the Timely Disclosure Rules, we will disclose the facts in a timely and appropriate manner.

7. Internal structure

Any fact of a decision or an accident will be disclosed to the TSE via the Board of Directors, Executive Officers’ Committee, etc. if it is determined, based on the examination of the Legal and General Affairs Department, that the disclosure is necessary pursuant to the provisions of the Timely Disclosure Rules. Based on the policy described under item 1 above, any information that is not required to be disclosed by the Timely Disclosure Rules will be disclosed widely by the Corporate Communication Department via the mass media or corporate website.

[Corporate Governance Structure]



[Internal Structure for Timely Disclosure]

