















G Strengthening Corporate Governance Structure

Status of Attendance at Board of Directors' Meetings and the Skills Matrix of Directors and Executive Officers (June 24, 2021)

*The expertise and features of each director disclosed here mainly include their outstanding knowledge and experience. It is not an exhaustive list of all of the capabilities of each director.

Name	Gender	Position	Attribute	Committee membership, etc.	Number of years as director ¹	Status of attendance at meetings of the Board of Directors/Supervisory Committee/Nomination and Remuneration Advisory Committee ²						Expertise and features of the director								
						Board of Directors		Supervisory Committee		Nomination and Remuneration Advisory Committee		Petroleum Business (Oil)	Other than oil (New) (Renewable Energy Business/new business)	Sustainability (ESG)	Finance/accounting/tax affairs	Legal affairs/compliance/risk management	Personnel affairs/human resource development/diversity	PR/IR/brand marketing	Global mindset	Manufacturing/technology/IT
						Number of meetings attended	Attendance rate	Number of meetings attended	Attendance rate	Number of meetings attended	Attendance rate									
 Hiroshi Kiriya	Male	Representative Director, Group CEO	Full-time	Chair of the Board of Directors Member of the Nomination and Remuneration Advisory Committee	6 years	8/8 times	100%	-	-	7/7 times	100%	○	○	○	-	-	-	○	-	-
 Takayuki Uematsu	Male	Representative Director Senior Managing Executive Officer	Full-time	-	3 years	8/8 times	100%	-	-	-	-	○	-	-	○	-	-	○	-	-
 Shigeru Yamada	Male	Director Senior Executive Officer	Full-time	-	1 year	7/7 times	100%	-	-	-	-	○	○	-	-	-	-	-	-	-
 Yoshimitsu Sunano	Male	Director Senior Executive Officer	Full-time	-	1 year	7/7 times	100%	-	-	-	-	○	-	○	○	-	-	-	-	-
 Abdulla Mohamed Shadid	Male	(Newly appointed) Outside Director	Part-time, outside	-	-	Appointed in June 2021	-	-	-	-	-	-	○	-	○	-	-	-	○	-
 Ali Al Dhaheri	Male	Outside Director	Part-time, outside	-	1 year	7/7 times	100%	-	-	-	-	○	-	-	-	-	-	-	○	○
 Ryuko Inoue	Female	(Newly appointed) Independent Outside Director	Part-time, outside ³	-	-	Appointed in June 2021	-	-	-	-	-	-	-	-	-	○	○	-	○	-
 Toshiyuki Mizui	Male	Director Full-time Supervisory Committee Member	Full-time	Member of the Supervisory Committee	1 year	8/8 times	100%	10/10 times	100%	-	-	○	○	-	○	-	-	-	-	-
 Yasuko Takayama	Female	Independent Outside Director, Audit and Supervisory Committee Member	Part-time, outside independent director ³	Member of the Nomination and Remuneration Advisory Committee	2 years	8/8 times	100%	13/13 times	100%	7/7 times	100%	-	-	○	-	○	○	○	-	-
 Keiichi Asai	Male	(Newly appointed) Independent Outside Director, Audit and Supervisory Committee Member	Part-time, outside independent director ³	Member of the Nomination and Remuneration Advisory Committee	-	Appointed in June 2021	-	Appointed in June 2021	-	Appointed in June 2021	-	○	○	-	-	-	-	-	○	-
 Kazuko Takahara	Female	(Newly appointed) Substitute outside director Supervisory Committee Member	Part-time, outside independent director ³	-	-	-	-	-	-	-	-	-	-	○	-	○	○	-	-	-
 Junko Takeda	Female	Executive Officer	Full-time	(Delegated) General Manager, Human Resource Dept.	2 years	-	-	-	-	-	-	○	-	-	-	-	-	○	-	-
 Seiko Takagi	Female	Executive Officer	Full-time	(Delegated) General Manager, Sustainability Initiative Dept.	1 year	-	-	-	-	-	-	-	-	○	-	-	-	○	-	-
 Gota Sakai	Male	Executive Officer	Full-time	(Delegated) General Manager of Corporate Planning Division	-	-	-	-	-	-	-	○	-	-	-	-	-	-	○	○

¹ The number of years as a director only consider the period after the establishment of Cosmo Energy Holdings Co., Ltd. ("CEH") in October 2015. They were calculated by counting the period from October 2015 to the date of the General Meeting of Shareholders in June 2016 as one year. If the calculation of the number of years were to include the years served at Cosmo Oil Co., Ltd., the predecessor of CEH, Mr. Hiroshi Kiriya would have served 8 years because he was appointed as a director in June 2013. The number of years that Executive Officer Takeda, Executive Officer Takagi, and Executive Officer Sakai have served as executive officers includes the years served as directors of the three core operating companies.

² Figures are for the period from April 1, 2020 to March 31, 2021.

³ The requirements for independent officers/auditors based on the regulations of Tokyo Stock Exchange have been fulfilled.