

G Strengthening Corporate Governance Structure

Status of Attendance at Board of Directors' Meetings and the Skills Matrix of Directors and Executive Officers (June 23, 2022)

*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/Audit and Supervisory Committee/Nomination and Remuneration Advisory Committee*2						Expertise and features								
							Board of Directors		Audit and 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/DX/IT
							Number of meetings attended	Attendance rate	Number of meetings attended	Attendance rate	Number of meetings attended	Attendance rate									
Director	Hiroshi Kiriya	Male	Representative Director, Group CEO	Full-time	Chair of the Board of Directors Member of the Nomination and Remuneration Advisory Committee	7 years	9/9 times	100%	-	-	8/8 times	100%	○	○	○	-	-	-	○	-	-
	Takayuki Uematsu	Male	Representative Director Senior Managing Executive Officer	Full-time	-	4 years	9/9 times	100%	-	-	-	-	○	-	-	○	-	-	○	-	-
	Shigeru Yamada	Male	Director Senior Executive Officer	Full-time	-	2 years	9/9 times	100%	-	-	-	-	○	○	-	-	○	-	-	-	-
	Junko Takeda	Female	(Newly appointed) Director Senior Executive Officer	Full-time	-	-	Appointed in June 2022	-	-	-	-	-	○	-	-	-	○	○	-	-	-
	Ryuko Inoue	Female	Independent Outside Director	Part-time, outside independent director*3	Member of the Nomination and Remuneration Advisory Committee	1 years	8/8 times	100%	-	-	-	-	-	-	-	-	○	○	-	○	-
	Takuya Kurita	Male	(Newly appointed) Independent Outside Director	Part-time, outside independent director*3	Member of the Nomination and Remuneration Advisory Committee	-	Appointed in June 2022	-	-	-	-	-	-	○	-	-	-	○	-	-	○
	Toshiyuki Mizui	Male	Director Full-time Audit and Supervisory Committee Member	Full-time	Member of the Audit and Supervisory Committee	2 years	9/9 times	100%	16/16 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 Chairman	3 years	9/9 times	100%	16/16 times	100%	8/8 times	100%	-	-	○	-	○	○	○	-	-
	Keiichi Asai	Male	Independent Outside Director, Audit and Supervisory Committee Member	Part-time, outside independent director*3	Chairman of the Nomination and Remuneration Advisory Committee Member of the Audit and Supervisory Committee	1 years	8/8 times	100%	13/13 times	100%	6/6 times	100%	○	○	-	-	-	-	-	○	-
Executive Officer	Noriko Rzonca	Female	Senior Executive Officer CDO	Full-time	-	-	-	-	-	-	-	-	-	-	-	-	-	-	○	○	○
	Gota Sakai	Male	Executive Officer	Full-time	(Delegated) General Manager of Corporate Planning Dept.	-	-	-	-	-	-	-	○	-	-	-	-	-	-	○	○
	Yoshihiko Sato	Male	(Newly appointed) Executive Officer	Full-time	(Delegated) General Manager, Secretariat Office	-	-	-	-	-	-	-	○	-	-	-	-	-	-	○	-
	Tomoki Iwai	Male	(Newly appointed) Executive Officer	Full-time	(Delegated) General Manager, Accounting Dept.	-	-	-	-	-	-	-	○	-	-	○	-	-	-	-	-

*1 The number of years as a director only consider the period after the establishment of Cosmo Energy Holdings 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 CEO, Mr. Hiroshi Kiriya would have served 9 years because he was appointed as a director in June 2013.

*2 Figures are for the period from April 1, 2021 to March 31, 2022.

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