

Introducing Our Directors

(As of June 23, 2026)

*Please see the [Notice of Convocation of Annual Meeting of Shareholders](#) for career summaries and reasons for appointment.

Internal Directors



Chairman of the Board
Takehiro Honjo
72 years old
17 years in office

Attendance at Board of Directors meetings: 100%



President and CEO
Masataka Fujiwara
68 years old
10 years in office

Attendance at Board of Directors meetings: 100%
Attendance at all advisory committees: 100%


Executive Vice President, CTO
Keiji Takemori
62 years old
2 years in office

Attendance at Board of Directors meetings: 100%
Attendance at all advisory committees: 100%


Executive Vice President, CFO, CDIO, and CSaO
Ko Sakanashi
58 years old
2 years in office

Attendance at Board of Directors meetings: 100%
Attendance at Management Advisory Committee: 100%


Executive Vice President
Toshiyuki Imai
60 years old
2 years in office

Attendance at Board of Directors meetings: 100%
Attendance at all advisory committees: 100%

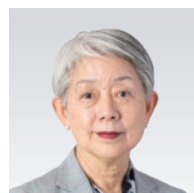
Outside Directors



Outside Director
Kazutoshi Murao
73 years old
7 years in office

Attendance at Board of Directors meetings: 100%
Attendance at all advisory committees: 100%


Outside Director
Tatsuo Kijima
71 years old
6 years in office

Attendance at Board of Directors meetings: 100%
Attendance at all advisory committees: 100%


Outside Director
Yumiko Sato
74 years old
5 years in office

Attendance at Board of Directors meetings: 100%
Attendance at Management Advisory Committee: 83%
Attendance at Appointment Advisory Committee: 100%
Attendance at Remuneration Advisory Committee: 100%


Outside Director
Mikiyo Niizeki
58 years old
3 years in office

Attendance at Board of Directors meetings: 100%
Attendance at all advisory committees: 100%

Introduction of chief officer system

With the aim of enhancing corporate value over the medium to long term and to address cross-Group management issues, the Company introduced the chief officer system effective April 1, 2026.

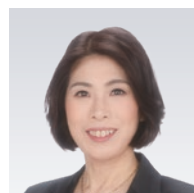
- Chief Executive Officer (CEO)
- Chief Financial Officer (CFO)
- Chief Digital & Information Officer (CDIO)
- Chief Human Resource Officer (CHRO)
- Chief Technology Officer (CTO)
- Chief Risk Officer (CRO)
- Chief Safety Officer (CSaO)
- Chief Sustainability Officer (CSuO)
- Chief Carbon Neutral Officer (CCNO)

Directors Who Are Audit and Supervisory Committee Members

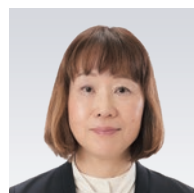


Director, Audit and Supervisory Committee Member (full time)
Fumitoshi Takeguchi
64 years old
5 years in office*

Attendance at Board of Directors meetings: 100%



Outside Director, Audit and Supervisory Committee Member
Eriko Nashioka
59 years old
4 years in office*

Attendance at Board of Directors meetings: 100%
Attendance at Management Advisory Committee: 100%
Attendance at Appointment Advisory Committee: 100%


Outside Director, Audit and Supervisory Committee Member
Chieko Minami
65 years old
3 years in office*

Attendance at Board of Directors meetings: 100%
Attendance at Management Advisory Committee: 100%
Attendance at Remuneration Advisory Committee: 100%


Outside Director, Audit and Supervisory Committee Member
Eimei Kozai
68 years old
2 years in office

Attendance at Board of Directors meetings: 100%
Attendance at Management Advisory Committee: 100%

*The status of Director who is an Audit and Supervisory Committee Member Fumitoshi Takeguchi includes his previous position (Director and Senior Executive Officer), while the statuses of Eriko Nashioka and Chieko Minami include their previous positions (Audit & Supervisory Board Member).

- Member of Management Advisory Committee
- Member of Appointment Advisory Committee
- Member of Remuneration Advisory Committee
- Chairperson



Views on the Composition of Directors

The key skills of each Director and the definitions of those skills are presented below.

■ Skills Matrix (as of June 23, 2026)

Name	Position	Fields of Significant Expertise and Experience								
		Corporate Management	Marketing	Technology/R&D	DX	Global Management	Sustainability	Finance/Accounting	Legal/Risk Management	Human Resources Development
Takehiro Honjo	Chairman of the Board	●	●				●	●	●	●
Masataka Fujiwara	President and CEO	●	●	●	●	●	●			
Keiji Takemori	Executive Vice President, CTO	●		●		●		●		●
Ko Sakanashi	Executive Vice President , CFO, CDIO, and CSaO	●		●	●		●	●		
Toshiyuki Imai	Executive Vice President		●				●		●	●
Kazutoshi Murao	Outside Director	●			●		●		●	●
Tatsuo Kijima	Outside Director	●					●		●	●
Yumiko Sato	Outside Director						●		●	●
Mikiyo Niizeki	Outside Director	●	●					●		●
Fumitoshi Takeguchi	Director Audit and Supervisory Committee Member						●	●	●	●
Eriko Nashioka	Outside Director Audit and Supervisory Committee Member	●					●	●		●
Chieko Minami	Outside Director Audit and Supervisory Committee Member	●	●		●					●
Eimei Kozai	Outside Director Audit and Supervisory Committee Member	●							●	●

■ Definition of Skills

Corporate Management	Experience and expertise in corporate management and organizational management, and in the formulation and promotion of management strategies
Marketing	Experience and expertise in the formulation and promotion of marketing strategies through an accurate understanding of market trends and consumer needs
Technology / R&D	Experience and expertise in creation of innovations through the promotion and oversight of technological development, R&D, and engineering
DX	Experience and expertise in business reform and DX promotion through the use of digital technologies and data
Global Management	Experience and expertise in the international energy business (resource development, procurement, trading, energy infrastructure, etc.) and other international businesses
Sustainability	Experience and expertise in sustainability management, including Environmental, Social, and Governance matters
Finance/Accounting	Knowledge and expertise in finance and accounting, including the formulation of financial strategies and the creation of a sound financial base
Legal/Risk Management	Experience and expertise in promoting legal and compliance initiatives and in managing diverse business-related risks
Human Resources Development	Experience in acquiring and developing diverse human resources and in organizational development, and expertise in human resource strategies for sustainable growth