Note : This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

Corporate Governance Report

Last Update: July 30, 2024
Japan Petroleum Exploration Co., Ltd.
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https://www.japex.co.jp/en/

The corporate governance of Japan Petroleum Exploration Co., Ltd. ("JAPEX") is described below.

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

1. Basic Views

- Contributing to society through stable energy supply and addressing social issues toward realizing the sustainable development goals is the corporate vision of JAPEX.
- In order to achieve the corporate vision and to maximize our corporate value in a medium- and long-term perspective, the efficient and transparent corporate management and the building of mutual trust relationships with our stakeholders including shareholders through ensuring our accountability are required, and corporate governance is one of our important topics as the foundation. We will enhance our corporate governance by respecting the purpose and spirit of Japan's Corporate Governance Code.

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

- JAPEX complies with all the principles of the Corporate Governance Code.

Disclosure Based on the Principles of the Corporate Governance Code

Principle 1.4: Cross-shareholdings

- JAPEX owns cross-shareholdings comprising shares of companies we have determined to be necessary to promote smooth business operations and to maintain good business relationships with the purpose of enhancing sustainable growth and medium- to long-term corporate value.
- To ensure that these cross-shareholdings are reasonable, the Board of Directors assesses the validity of maintaining the holdings every year by conducting a qualitative evaluation related to the appropriateness of the purpose of owning the shares and a quantitative evaluation on whether the benefits and risks from each holding cover JAPEX's cost of capital.
- Based on this assessment, regarding the shares we decided to continue owning, we disclose the purpose and number of shares held as specific investments in our Annual Securities Report.
- If we determine that it has become less reasonable to own certain shares, we reduce the number of those shareholdings. Regarding the exercise of voting rights, we determine whether to vote in favor of or against proposals only after individually evaluating the appropriateness of each and comprehensively considering whether or not the proposals contribute to the purpose of owning the shares and the enhancement of medium- to long-term corporate value.

Principle 1.7: Transactions with Related Parties

- JAPEX carries out all transactions, including transactions between related parties, in accordance with the criteria set forth in decision and authorization regulations, after review by the Administration & Legal Dept. and confirmation by the relevant departments, and after the approval of the President and officers in charge, and other procedures.
- Competitive transactions by directors, principal transactions between directors and JAPEX, and transactions involving conflicts of interest are conducted in accordance with the resolution standards of the Board of Directors after approval by the Board of Directors. The results of transactions between related parties are disclosed in the Annual Securities Report and other documents following a resolution of the Board of Directors.

Supplementary Principle 2.4.1: Ensuring Diversity within JAPEX

(1) Ensuring diversity

- Under the JAPEX Diversity, Equity & Inclusion (DE&I) Policy set forth below, JAPEX recognizes that ensuring diversity in human resources is an important management issue. Accordingly, we actively work to improve our internal environment and develop human resources to actively promote the recruitment of women, foreigners, and mid-career employees as well as their promotion to managerial positions.

JAPEX Diversity, Equity & Inclusion (DE&I) Policy

- In order to respond to changes in the business environment and achieve further growth as a comprehensive energy company, we regard the promotion of diversity, equity and inclusion (DE&I) as an important management issue, and aim to strengthen our corporate competitiveness and achieve sustainable development. To this end, we enable our diverse employees to create new value by encouraging each and every one to play their active role and grow their careers through fully demonstrating their inherent capabilities.
- By respecting diversity in terms of gender, nationality, age, disability, career, personality, and values, and by correcting social imbalances caused by these characteristics and differences, we will realize an organizational culture in which all employees can be productive and active.

(2) Voluntary and measurable targets for diversity and their status

(i) Women

◇Targets for the promotion of female employees to management positions: 25 or more by FY2025

Results for the past three fiscal years

FY2021	FY2022	FY2023
19	18	18

◇Targets ratio of female new-graduates: 30% or more each year until FY2025

Results for the past three fiscal years

FY2021	FY2022	FY2023
33.3%	33.3%	35.0%

(ii) Foreigners

- Although we have no record of promoting foreign employees to management positions, we will actively promote them to management positions with a view to future business development.

(iii) Mid-career employees

- To build a human resource portfolio that matches our management strategy, we have set targets for management and recruitment ratios,

considering the recruitment of human resources with different skills and experience as an important issue.

◇Targets ratio of mid-career hires in management positions: 20% or more to be maintained until FY2025

Results for the past three fiscal years

FY2021	FY2022	FY2023
24.5%	25.9%	29.0%

◇Target ratio of mid-career hires to total hires: 50% or more each year until FY2025

Results for the past three fiscal years

FY2021	FY2022	FY2023
56.4%	52.1%	62.7%

(3) Human resources development policy for ensuring diversity, internal environment development policy, and their status

(i) Foster an organizational culture that makes the most of diversity

Policy for ensuring diversity

- We seek to improve productivity and create innovation by fostering an organizational culture that makes the most of their individual characteristics and qualities of all employees, with positively accepting diversity and respecting differences.

Specific implementation status

- In order to foster an organizational culture that leverages diversity, we are making efforts to prevent discrimination and bias by introducing training and rules on harassment, unconscious bias and psychological safety as well as those on recognition of sexual minorities. In addition, each year, we provide training on various diversity-related topics depending on the situation.

(ii) Promote the activities of diverse human resources

Policy for ensuring diversity

- In order to realize the management plan, we secure outstanding talents regardless of gender, nationality, age, etc., and provide timely and appropriate placement and training as well as career and skills development support tailored to each employee, and conduct recruitment and placement of human resources. In addition, we will establish a system that enables employees to continue to excel and adapt to rapid changes in the business and to achieve self-fulfillment through proactive career development.

Specific implementation status

- We are working on hiring of both new graduates and mid careers. In FY2023, we have also initiated role-specific recruitment for new graduates, aiming to secure specialized talent. This allows individuals to deepen their expertise according to their own career aspirations. Furthermore, we are strengthening our “alumni recruitment” program, which rehires individuals who have previously left JAPEX for personal reasons.
- We publish the career development guidelines, which serve as a guide for individual career advancement.
- In addition to twice-yearly career development meetings, we provide opportunities to discuss career issues with supervisors such as by recommending daily one-to-one meetings.
- We internally share employees’ careers, job responsibilities, work experience, and skills through the utilization of the talent management system. As a part of this activity, we disclose careers of officers or managers, etc. and put in place a system where applicants can directly consult with them. We are also working to enhance our internal personnel recruitment system.
- In addition to providing career training for each age group, we have established a system for individual consultation by internal career consultants.

(iii) Create an environment that respects diversity

Policy for ensuring diversity

- We promote the development of a work environment that allows employees to exert themselves to the fullest in all situations, taking into consideration the circumstances and characteristics of each individual, including childcare, nursing care, disabilities, and LGBTQ+.

Specific implementation status

- In FY2023, we established the Inner Rule of Same-sex Partnership and revised the Anti-harassment Rules to include the harassment regarding SOGI (Sexual Orientation and Gender Identity) as an object to prevent, and provided all employees with LGBTQ+ training.
- We are committed to promoting a variety of ways of working that are tailored to the individual circumstances of each employee. We have introduced a telecommuting system and a super flextime system, as well as a principle that transfers involving relocation must be approved by the employee.
- We are making efforts to encourage male employees to take childcare leave. In FY2023, 60.0% of male employees took childcare leave, with average of 68 days.

Principle 2.6: Roles of Corporate Pension Funds as Asset Owners

- JAPEX has a contract-type corporate pension plan. We have established a basic investment policy aimed at securing the necessary earnings over the long term in order to ensure the payment of pension benefits in the future, and has formulated the composition ratio of pension assets in consideration of risk and return.
- The investment management institutions entrusted by JAPEX have announced their acceptance of the Stewardship Code. We present our investment guidelines to each investment management institution and monitor their performance on a regular basis.
- In addition, the Pension Asset Management Committee, which is composed of members including officers in the Finance & Accounting Dept. and Human Resources Dept., has established a system that enables the asset allocation and asset details of pension plans to be reviewed as necessary in order to achieve appropriate pension financial management.

Principle 3.1: Full Disclosure

(1) Corporate vision, management strategy, and management plan

< Corporate Vision >

- We have established the JAPEX Group Corporate Vision and Code of Ethics and Conduct.
- Please refer to our website for details. https://www.japex.co.jp/en/company/overview/vision/

<Management strategy and management plan>

- In view of the irreversible changes in energy demand structure due to global progress toward decarbonization, in May 2021 we formulated and announced “JAPEX 2050,” which summarizes our responsibilities toward the realization of a carbon-neutral society and our direction for future business development.
- In addition, in March 2022, we formulated and announced the “JAPEX Management Plan 2022–2030,” which sets forth a basic policy of improving profitability and building a business foundation for 2030 and beyond.
- In May 2024, based on the progress of the “JAPEX Management Plan 2022-2030,” we announced our policy for building a business foundation for the second half of 2020 through 2030 and beyond in the explanation of financial results for the fiscal year ended March 31, 2024.
- Please refer to our website for details. https://www.japex.co.jp/en/ir/management/

(2) Basic views and policies on corporate governance

- Please refer to “1. Basic Views” described above.

(3) Policies and procedures for determining the compensation of directors

- The compensation of directors is determined based on the policy for determining the compensation of directors set by the Board of Directors after deliberation by the Nomination and Compensation Committee. This policy is described in “Disclosure of Policy for Determining Compensation Amounts

and Calculation Methods" below.

(4) Policies and procedures for the appointment and dismissal of senior management and the nomination of candidates for directors and Audit & Supervisory Board Members

- The policies and procedures for the appointment and dismissal of senior management and the nomination of candidates for directors and Audit & Supervisory Board Members are as follows.

<Policies>

- ◆ In nominating candidates for directors, JAPEX comprehensively considers the right person to be in the right position, taking into consideration accurate and prompt decision-making, appropriate risk management, monitoring of business execution, and balancing the functions of JAPEX with those of each business unit.
- ◆ In nominating candidates for Audit & Supervisory Board Members, JAPEX comprehensively considers the right person to be in the right position while ensuring a balance between knowledge of finance, accounting, and legal affairs, knowledge of our business fields, and diverse perspectives on corporate management.

<Procedures>

- ◆ Candidates for directors and Audit & Supervisory Board Members are appointed based on a comprehensive consideration of their performance, character, and insight, as well as their suitability for the duties of these positions. Candidates for Audit & Supervisory Board Members are selected after obtaining the prior consent of the Audit & Supervisory Board and approval of the Board of Directors, and through deliberation by the General Meeting of Shareholders. In the event that a director commits an act of misconduct or violation of laws or regulations, or is negligent in his/her duties, the resolution of a general meeting of shareholders shall be sought after thorough deliberation by the Board of Directors.
- ◆ When considering the appointment of candidates for directors and Audit & Supervisory Board Members, JAPEX receives appropriate involvement and advice from outside directors and outside Audit & Supervisory Board Members as necessary. The Nomination and Compensation Committee deliberates on matters related to the appointment and dismissal of directors and Audit & Supervisory Board Members to be submitted to the General Meeting of Shareholders.

(5) Reasons for the appointment and dismissal of senior management and the nomination of candidates for directors and Audit & Supervisory Board Members

- Reasons for the appointment of directors and Audit & Supervisory Board Members of JAPEX are stated in the Notification of the Convocation to the Ordinary General Meeting of the Shareholders of JAPEX.
  MOTOYAMA Yoshihiko, Audit & Supervisory Board Member and KAWAKITA Chikara, Audit & Supervisory Board Member: Refer to pages 15 and 16 of the Notification of the Convocation to the 52nd Ordinary General Meeting of the Shareholders
  TAKAHATA Shinichi, Audit & Supervisory Board Member and KATO Yoshitaka, Audit & Supervisory Board Member: Refer to pages 15 and 16 of the Notification of the Convocation to the 54th Ordinary General Meeting of the Shareholders
- Directors: Refer to pages 6 to 14 of the Notification of the Convocation to the 54th Ordinary General Meeting of the Shareholders
  https://www.japex.co.jp/en/ir/library/shareholdersmtg/

Supplementary Principle 3.1.3: Sustainability Initiatives

(1) Sustainability initiatives

- JAPEX believes that our mission is to provide a stable supply of energy and that our business activities themselves are a form of Corporate Social Responsibility (CSR). Under this recognition, we discuss and decide on policies and core themes related to CSR and sustainability at the management level, and engage in activities across the entire JAPEX Group.
- Based on a policy to systematically promote CSR throughout the company, JAPEX identifies the core CSR themes "SHINE." In 2023, we defined the "Materiality" as what connects the core CSR themes "SHINE" and "JAPEX Management Plan 2022-2030." As the "Materiality," four issues were identified from "SHINE" as what to work on now for our sustainable growth.
- The five core CSR themes identified by SHINE are as follows:

  S: Stable and sustainable energy supply

  H: HSE as our culture

  I: Integrity and governance

  N: Being a good Neighbor

  E: The Employer of choice

- The four issues identified as Materiality are as follows:

<Issues for Contributing to Society through our business>

- ◆ Stable energy supply
- ◆ Establishment of CN business

<Strengthening of Management Foundation>

- ◆ Promotion of HR development and diversity
- ◆ Digital transformation (DX)

- JAPEX2050 sets forth our direction, including GHG emission reduction target and focus measures, aiming to achieve the world's "Realizing Carbon-Neutral Society in 2050" initiative. JAPEX2050 clarifies the direction for achieving net-zero emissions (Scope 1 + Scope 2) from our operations in 2050, the GHG emission intensity reduction target of 40% in FY2030 compared to FY2019, and further expansion of businesses that contribute to the realization of a carbon-neutral society (CCS/CCUS and renewable energy). In addition, specific initiatives up to 2030 are outlined in the JAPEX Management Plan 2022-2030.
- JAPEX is formulating strategies that take into account climate change risks and opportunities by establishing a governance structure in line with the TCFD Recommendations and quantitatively assessing financial impacts based on scenario analysis, including the 2°C scenario and the 2050 net-zero scenario. We manage climate change risks that are deemed important for our business within the company-wide risk management process.
- Please refer to our website and the Integrated Report for details of our approach to sustainability, our promotion system, and our initiatives.
  Website: https://www.japex.co.jp/en/sustainability/
  Integrated Report 2023: https://www.japex.co.jp/en/ir/uploads/pdf/JAPEX_IR2023_e.pdf

(2) Investment in human capital

As part of its sustainability activities, JAPEX is committed to respecting employee diversity and developing human resources and to creating a fair and good working environment, with the aim of becoming the "Employer of Choice."

- Please refer to "Supplementary Principle 2.4.1: Ensuring Diversity within JAPEX" for the philosophy and policy for ensuring diversity based on respect for diversity.
- In human resource development, JAPEX has established the Career Development Guidelines to support each employee's self-realization through career development, and has introduced education programs to support the effective formation and improvement of abilities required for career development. In addition, for business skills, we have established an in-house university (JAPEX UNIVERSITY) that systematically develops educational contents, mainly including video lectures held by in-house instructors, and we are expanding our business skill seminars.
- JAPEX established the Health & Productivity Management Declaration based on the idea that consideration for the health of employees contributes to the growth and sustainability of JAPEX. We have established a promotion system managed by the President to support employees in maintaining and

promoting their health. In March 2024, JAPEX was selected for the first time as one of the 2024 Health and Productivity Stock Selection. In addition, JAPEX was recognized as one of the White 500 in Health and Productivity Management Outstanding Organization for the fourth time since 2019

- To create a good working environment, JAPEX has introduced a flexible working style and a telecommuting system to enhance employees' work-life balance, as well as various systems to support child-raising and nursing care.
- In order to realize the management plan while responding to changes in the environment surrounding individuals, we have launched an engagement survey, recognizing the need to strengthen the relationship of trust and ties (engagement) between employees and JAPEX even more than before. Based on the results of the engagement survey, JAPEX is working to improve engagement by formulating action plans at each department. JAPEX will continue to conduct the survey on a regular basis to further improve company-wide engagement.
- Please refer to our website and the Integrated Report for details of our approach.
  Website: https://www.japex.co.jp/en/sustainability/social/
  Integrated Report 2023 (pages 24 to 25, 59 to 60): https://www.japex.co.jp/en/ir/uploads/pdf/JAPEX_IR2023_e.pdf

(3) Investment in intellectual property

- Under JAPEX2050 and JAPEX Management Plan 2022-2030, JAPEX is working on new businesses that contribute to a carbon-neutral society, such as CCS/CCUS and renewable energy toward the realization of a carbon-neutral society. We will aggressively invest in technology in general, including intellectual property, in order to transfer our knowledge of the E&P and infrastructure/utility businesses that we have cultivated over 60 years to new businesses.
- Please refer to our website and the Integrated Report for details of our approach.
  Website: https://www.japex.co.jp/en/ir/management/carbonneutral/

  https://www.japex.co.jp/en/technology/
  Integrated Report 2023 (pages 27 to 35): https://www.japex.co.jp/en/ir/uploads/pdf/JAPEX_IR2023_e.pdf

Supplementary Principle 4.1.1: Scope of Delegation to Management

- The Board of Directors discusses and makes decision concerning important business execution, the detail of which is provided by the decision-making standard of the Board of Directors, including launching new business, management strategy such as a basic plan of marketing and sales, and decision, revision, or repeal of the Medium-term Business Plan, as well as the exclusive prerogatives of the Board of Directors stipulated by laws and regulations. From the standpoint of accelerating the speed of decision-making, we compose the Executive Committee by the directors and other executives based at the headquarters to make decisions on the matters not involved by the decision-making standard of the Board of Directors and to make a discussion to assist the decision-making in the Board of Directors.
- The Executive Committee is held basically two times in each month, and extraordinary meeting is also held as needed. For important investments, the Investment Evaluation Committee evaluates the compatibility with the management policy prior to the institutional decision.
- For decisions on other business operations, we have established decisions and authorization regulations and have appropriately delegated operational authority to the President and below.

Principle 4.9: Independence Standards and Qualification for Independent Outside Directors

- JAPEX nominates Outside Officers who have experience as a corporate manager of a private company or are lawyers, and who are expected to provide supervision and wide-ranging proposals to our management based on their abundant experience and deep insight. In addition to the independence criteria stipulated by the Tokyo Stock Exchange, JAPEX judges that a person who does not meet all of the following criteria satisfies independence.

(1) An executive of a company that provides products or services to JAPEX and for which the amount paid by JAPEX exceeds 2% of the consolidated net sales of the business partner in any of the last three fiscal years
(2) An executive of a company in which JAPEX's borrowings account for more than 2% of the consolidated total assets of JAPEX in any of the last three fiscal years
(3) An executive of a company to which we provide products or services and whose payments to JAPEX exceed 2% of consolidated net sales of JAPEX in any of the last three fiscal years
(4) A person who has received compensation exceeding ¥10 million per year from JAPEX as a consultant, accounting expert, or legal expert in any of the last three fiscal years in addition to officer compensation (in the case of an organization such as a corporation or union, a person who belongs to such organization)
(5) A relative within the second degree of kinship of a person who falls under any of (i) through (iv) below:
  (i) A person listed in (1) to (4) above
  (ii) An executive of a subsidiary of JAPEX
  (iii) A director who is not an executive of a subsidiary of JAPEX (limited to cases where an outside Audit & Supervisory Board Member is designated as an independent officer)
  (iv) A person who fell into (ii) or (iii) above, or was an executive of JAPEX (including a director who is not an executive if an outside Audit & Supervisory Board Member is designated as an independent officer) in the past three years

Supplementary Principle 4.10.1: Nomination and Compensation Committee

- Based on the resolution of the Board of Directors held in March 2019, JAPEX has established a Nomination and Compensation Committee, which is composed of members including outside directors, under the Board of Directors. The committee deliberates the following matters (regarding (v), including matters related to the concept of the skills of directors, etc. and the skill matrix) prior to the Board of Directors.
  (i) Matters concerning the appointment and dismissal of directors and Audit & Supervisory Board Members to be submitted to the General Meeting of Shareholders
  (ii) Matters concerning the selection and dismissal of representative directors
  (iii) Matters concerning the appointment and dismissal of executive officers
  (iv) Matters concerning compensation and bonuses for directors to be submitted to the General Meeting of Shareholders
  (v) Other important matters concerning personnel and compensation
- Based on the recognition that the committee's deliberations require independence and objectivity, the committee currently consists of five members, including three outside directors and the chairman and president, who are internal directors. The majority of members are outside directors, thus ensuring independence and objectivity.

Supplementary Principle 4.11.1: Views on the Balance, Diversity, and Size of the Board of Directors

- JAPEX believes that the Board of Directors must be diverse and of a reasonable size, and must be composed of directors with a variety of knowledge, experience, and skills from the perspectives of accurate and prompt decision-making, appropriate risk management, and monitoring of business execution.
- The policies and procedures for the appointment of directors are stated in "Principle 3.1: Full Disclosure (4)."
- The Board of Directors of JAPEX is currently composed of 11 members, including five outside directors. Two of the five outside directors are women and two of them have management experience at other companies.
- A skill matrix listing the knowledge, experience, and skills of each director and Audit & Supervisory Board Member is provided on the last page of this

report.

Supplementary Principle 4.11.2: Directors and Audit & Supervisory Board Members Currently Serving as Officers of Other Listed Companies

- The JAPEX Notification of the Convocation to the 53rd Ordinary General Meeting of the Shareholders (pages 5 to 12) describes the status of significant positions concurrently held by our directors and Audit & Supervisory Board Members, including concurrent positions with officers of listed companies.

  https://www.japex.co.jp/en/ir/library/shareholdersmtg/

Supplementary Principle 4.11.3: Analysis and Evaluation of the Effectiveness of the Entire Board of Directors

- JAPEX analyzes and evaluates the effectiveness of the entire Board of Directors once a year with the aim of contributing to the maximization of our medium- to long-term corporate value by ascertaining and improving the effectiveness of the supervision of management by the Board of Directors. This year, we conducted the evaluation as follows and confirmed the results at the Board of Directors in May.

(1) Evaluation method
Questionnaire prepared by the secretariat of the Board of Directors (evaluation of the status of efforts to address issues identified in the questionnaire conducted in April 2023)

(2) Evaluation items
(i) Operation of the Board of Directors

- ◆ Promotion of discussions from a broad perspective on management issues (sustainability, human capital, DX initiatives, etc.) and improvement of operations.
- ◆ Promotion of discussions and improvement of operations, focusing on the perspective of portfolio optimization.
- ◆ Detailed discussion of succession plans and executive compensation.
- ◆ Continued consideration of the status of diversity and increasing the ratio of outside officers.
- ◆ Other administrative operational improvements.

(ii) Activities outside the framework of the Board of Directors (holding meetings, etc. to activate communication)

(3) Evaluation results
(i) Operation of the Board of Directors

- It was generally positively evaluated with respect to the promotion of discussions on management issues from a broad perspective and discussions focusing on the perspective of portfolio optimization.
- On the other hand, it was evaluated that we need to continue to examine the operation of an issue reporting process, including the timely sharing of information on individual issues, the frequent reporting of important issues, and the sharing of information in easy-to-understand documents.
- In addition to the above, it was evaluated that the following operational improvements were required.
  - ◆ Examination of the structure and principles of documents based on the premise of paperless data sharing and confirmation, as well as data sharing of materials of past meetings of the Board of Directors.
  - ◆ Consideration of efforts for discussions with all outside officers on succession plans, executive compensation and diversity, etc.

(ii) Appropriate way of evaluation of the effectiveness of the Board of Directors

- It was evaluated that consideration needed to be made on the establishment of a PDCA cycle, including quantitative evaluation, together with the method of implementation of such cycle.
- Based on the results of this evaluation, JAPEX will further improve the functions of the Board of Directors.

Supplementary Principle 4.14.2: Training Policy for Directors and Audit & Supervisory Board Members

- For directors who concurrently serve as executive officers, JAPEX holds an annual officers' camp in which all executive officers participate to discuss and deepen their understanding of management issues. We also hold periodic group training sessions (scheduled four times a year in FY2024) to learn the roles, responsibilities, and knowledge expected of directors of a listed company.
- In addition, JAPEX fully explains its business, financial affairs, organization, and other matters to new outside officers and strives to create environment in which they can effectively fulfill their roles and responsibilities.
- We also encourage each officer to self-study, provide and facilitate training opportunities suited to their roles, and broadly support the necessary costs.

Principle 5.1: Policy on Constructive Dialogue with Shareholders

- The Corporate Communication Office is the main department in charge of our IR activities. In cooperation with the Corporate Strategy Dept., the Administration and Legal Dept., and the Finance & Accounting Dept., we are making efforts to deepen understanding of our business by implementing various initiatives as described below. Dialogue with shareholders, institutional investors, etc. is conducted by the officer in charge in the Corporate Communication Office, but may be conducted jointly with the president, the officer in charge in the Administration and Legal Dept., or the officer in charge in the Finance & Accounting Dept., depending on the situation.

(i) Hold financial results briefings quarterly fo r analysts and institutional investors.
(ii) Hold individual meetings with analysts and institutional investors.
(iii) Conduct IR site tours for analysts and institutional investors.
(iv) Hold business briefings for individual investors.
(v) Publish an annual integrated report and biannual business reports.
(vi) Disclose information on our website.
(vii) Conduct tours of our business sites for shareholders.

- The Corporate Communication Office compiles the opinions and information obtained from shareholders, etc. through these activities and reports them to the Board of Directors on a regular basis. It also feeds them back to senior management, as appropriate, whenever necessary.
- In addition, as an effort to prevent insider trading, we have established internal regulations (Internal Information Management Regulations) concerning the handling of material facts and conduct training as needed for officers and employees to educate them.

Action to Implement Management that is Conscious of Cost of Capital and Stock Price, English Disclosure Available

- The following documents disclose JAPEX's actions to achieve management that is conscious of cost of capital and stock price.

(Current status analysis and policies)
The explanation of financial results for the second quarter of the fiscal year ended March 31, 2024.
https://www.japex.co.jp/en/news/uploads/pdf/JAPEX20231110_2Q202403Explanatory_e.pdf
(Progress of policies)
The explanation of financial results for the fiscal year ended March 31, 2024.
https://www.japex.co.jp/en/news/uploads/pdf/JAPEX20240514_FY202403_Explanatory_e.pdf

Status of Dialogue with Shareholders

JAPEX has been conducting dialogues with shareholders, institutional investors, etc., by the policy described in "Principle 5.1: Policy on Constructive Dialogue with Shareholders," and the implementation status in fiscal 2022 is disclosed in the Integrated Report.
https://www.japex.co.jp/en/ir/uploads/pdf/JAPEX_IR2023_e.pdf

2. Capital Structure

Foreign Shareholding Ratio	20% or more and less than 30%

Status of Major Shareholders

Name or Company Name	Number of Shares Owned	Percentage (%)
Minister of Economy, Trade and Industry	19,432,724	36.72
The Master Trust Bank of Japan, Ltd. (Trust)	7,160,400	13.53
CEP LUX-ORBIS SICAV	1,736,271	3.28
INPEX CORPORATION	1,426,106	2.69
Custody Bank of Japan, Ltd. (Trust)	1,239,200	2.34
STATE STREET BANK AND TRUST COMPANY 505001	981,869	1.86
JFE Engineering Corporation	924,012	1.75
STATE STREET BANK AND TRUST COMPANY 505223	595,350	1.12
THE BANK OF NEW YORK MELLON 140044	528,451	1.00
Marubeni-Itochu Steel Inc.	473,444	0.89

Name of Controlling Shareholder, if applicable (excluding Parent Company)	Not applicable
Name of Parent Company, if applicable	Not applicable

Supplementary Explanation

1. JAPEX holds 1,375,686 shares of treasury stock, which are excluded from the preceding table.
2. Change report pertaining to large shareholding report by Orbis Investment Management Limited dated October 6, 2023, is available for public inspection to the effect that the company held shares in JAPEX as follows as of September 29, 2023. However, the information in the report is not stated in the preceding table since JAPEX has not confirmed actual status of shareholding as of March 31, 2024.

A summary of the report is as follows:

Name or Company Name	Number of Shares Owned	Percentage (%)
Orbis Investment Management Limited	3,365,804	6.20

3. Corporate Attributes **Unchanged (omitted)**

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

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5. Other Special Circumstances which May have Material Impact on Corporate Governance

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II Business Management Organization and Other Corporate Governance Systems regarding Decision-making, Execution of Business, and Oversight in Management

1. Organizational Composition and Operation

Corporate Governance System	Company with an audit & supervisory board

Directors

Number of Directors Stipulated in Articles of Incorporation	18
Directors' Term of Office Stipulated in Articles of Incorporation	1 year
Chairperson of the Board	President
Number of Directors	11
Election of Outside Directors	Elected
Number of Outside Directors	5
Number of Independent Directors	5

Relationship with JAPEX (1)

Name	Attributes	Relationship with JAPEX*										
		a	b	c	d	e	f	g	h	i	j	k
ITO Tetsuo	Lawyer								△			
YAMASHITA Yukari	Scholar								○			
KAWASAKI Hideichi	From another company											
KITAI Kumiko	Lawyer											
SUGIYAMA Yoshikuni	From another company											

* Categories for “Relationship with JAPEX”
* Use “○” when the director presently falls or has recently fallen under the category and “△” when the director fell under the category in the past.
* Use “●” when a close relative of the director presently falls or has recently fallen under the category and “▲” when a close relative of the director fell under the category in the past.

a Person who executes business of JAPEX or a subsidiary
b Person who executes business or a non-executive director of a parent company
c Person who executes business of a fellow subsidiary
d Person/entity for which JAPEX is a major client or a person who executes business for such person/entity
e Major client of JAPEX or a person who executes business for such client
f Consultant, accounting expert, or legal expert who receives large amounts of cash or other assets in addition to director/Audit & Supervisory Board Member compensation from JAPEX
g Major shareholder of JAPEX (in cases where the shareholder is a corporation, a person who executes business of the corporation)
h Person who executes business for a client of JAPEX (excluding persons categorized as any of d, e, or f above) (applies to self only)
i Person who executes business for another company holding cross-directorships/cross-auditorships with JAPEX (applies to self only)
j Person who executes business for an entity that receives donations from JAPEX (applies to self only)
k Others

Relationship with JAPEX (2)

Name	Designation as Independent Director	Supplementary Explanation of the Applicable Relationship	Reasons for Appointment as Outside Director
ITO Tetsuo	○	Mr. ITO Tetsuo, an outside director, was an of counsel at Nishimura & Asahi, a law firm, a business partner of JAPEX. However, in light of the scale and nature of the transactions, it is judged that there is no risk of affecting the judgment of shareholders and investors. Therefore, the outline of the transactions is omitted. Significant positions concurrently held • Attorney at Sawayaka Law Office	He has extensive knowledge and experience as a legal specialist. We expect him to accurately identify business challenges JAPEX faces, and pose questions that contribute to reasonable and appropriate decision-making; and therefore, have appointed him as an outside director. In addition, in light of the scale and nature of these transactions, they do not have a significant impact on our decision-making. There are no other relationships that may cause conflicts of interest with general shareholders. Therefore, he is designated as an independent officer because he is judged to have a neutral and fair position to pursue the common interests of shareholders.
YAMASHITA Yukari	○	Ms. YAMASHITA Yukari, an outside director, is the Managing Director at The Institute of Energy Economics, Japan, a business partner of JAPEX. However, in light of the scale and nature of the transactions, it is judged that there is no risk of affecting the judgment of shareholders and investors. Therefore, the outline of the transactions is omitted. Significant positions concurrently held • Managing Director, Charge of Energy Data and Modelling Center at The Institute of Energy Economics, Japan	She has extensive knowledge through her research activities in a research lab studying energy economics and energy-and-environment-related policies. We expect her to provide us with valuable proposals that will be beneficial for JAPEX to aim for its long-term development as an integrated energy company; and therefore, have appointed her as an outside director. In addition, in light of the scale and nature of these transactions, they do not have a significant impact on our decision-making. There are no other relationships that may cause conflicts of interest with general shareholders. Therefore, she is designated as an independent officer because she is judged to have a neutral and fair position to pursue the common interests of shareholders.
KAWASAKI Hideichi	○		He has distinguished insights related to corporate management, in general, through his extensive corporate management experience at an entity engaged in global operations in telecommunications and other fields. We expect him to provide us with valuable proposals in addressing various business challenges JAPEX faces, based on his extensive experience; and therefore, have appointed him as an outside director. In addition, he does not have any relationship that may cause a conflict of interest with general shareholders. Therefore, he is designated as an independent officer because he is judged to have a neutral and fair position to pursue the common interests of shareholders.
KITAI Kumiko	○	Significant positions concurrently held • Attorney at Kachidoki Law Office • Independent Auditor at OSAKI ELECTRIC CO., LTD.	She has distinguished insights gained through her extensive administrative experience primarily in the areas of labor administration in government positions, etc., as well as extensive knowledge of labor legislation and other laws. We expect her to supervise and provide wide-ranging proposals for JAPEX management from the viewpoint of a legal expert; and therefore, have appointed her as an outside director. In addition, she does not have any relationship that may cause a conflict of interest with general shareholders. Therefore, she is designated as an independent officer because she is judged to have a neutral and fair position to pursue the common interests of shareholders.

SUGIYAMA Yoshikuni	○	Significant positions concurrently held • Director at The Yomiuri Shimbun Holdings • Representative Director, Chairman at Nippon Television Holdings, Inc. • Representative Director, Chairman at NTV Network Corporation	He has distinguished insights and extensive corporate management experience gained at a newspaper company and other media businesses. We expect him to supervise JAPEX management from an objective and neutral standpoint, and to provide wide-ranging proposals that contribute to promoting JAPEX's sustainable growth and enhancing our medium- to long-term corporate value; and therefore, have appointed him as an outside director. In addition, he does not have any relationship that may cause a conflict of interest with general shareholders. Therefore, he is designated as an independent officer because he is judged to have a neutral and fair position to pursue the common interests of shareholders.

Voluntary Establishment of Committee(s) equivalent to Nomination Committee or Remuneration Committee	Established

Status of Voluntarily Established Committee(s), Attributes of Members Constituting the Committee and the Committee Chair (Chairperson)

	Committee's Name	All Members	Full-time Members	Inside Directors	Outside Directors	Outside Experts	Other	Chairperson
Voluntarily Established Committee Equivalent to Nomination Committee	Nomination and Compensation Committee	5	0	2	3	0	0	Inside Director
Voluntarily Established Committee Equivalent to Compensation Committee	Nomination and Compensation Committee	5	0	2	3	0	0	Inside Director

Supplementary Explanation

- The Nomination and Compensation Committee has been established under the Board of Directors, with a view toward strengthening the supervisory function of the Board of Directors, by further ensuring the transparency and objectivity of the procedures for making decisions concerning the nomination and compensation of Directors.
- The status of activities of the Nomination and Compensation Committee for FY2023 is as follows:

Number of Meetings and Detailed Descriptions of Discussions	Attendance by Members
• Four meetings were held for the fiscal year under review. • The committee discussed matters regarding officers (election of Directors and Audit & Supervisory Board Members to be proposed to the general meeting of shareholders and election of Executive Officers, compensation and bonuses for Directors, the skill matrix, provision of shares to Officers, and so forth).	• The chair and all members (*) attended all meetings of the committee. *Chair: FUJITA Masahiro, Representative Director and President Members: WATANABE Osamu, ITO Tetsuo (Note), YAMASHITA Yukari (Note), KAWASAKI Hideichi (Note)

(Note) ITO Tetsuo, YAMASHITA Yukari, and KAWASAKI Hideichi are the Outside Directors as defined under Article 2, item 15 of the Companies Act.

Audit & Supervisory Board Member

Establishment of Audit & Supervisory Board	Established
Number of Audit & Supervisory Board Members Stipulated in Articles of Incorporation	4
Number of Audit & Supervisory Board Members	4

Cooperation among Audit and Supervisory Board Members, Accounting Auditors and Internal Audit Departments

The Audit & Supervisory Board receives regular reports on audit plans and audit results from the Accounting Auditor and exchanges opinions. The Audit & Supervisory Board also receives reports on the results of annual internal audits from the Auditing Dept., and full-time Audit & Supervisory Board Members receive monthly reports on the status of implementation of internal audits and internal control evaluations from the Auditing Dept.. In addition to providing the results of internal audits to the Accounting Auditor, the Auditing Dept. cooperates with the Audit & Supervisory Board by attending meetings of the Audit & Supervisory Board at which the Accounting Auditor reports the results of audit.

Appointment of Outside Audit & Supervisory Board Members	Elected
Number of Outside Audit & Supervisory Board Members	2
Number of Independent Audit & Supervisory Board Members	2

Relationship with JAPEX (1)

Name	Attributes	Relationship with JAPEX*											
		a	b	c	d	e	f	g	h	i	j	k	l	m
KAWAKITA Chikara	Others													
KATO Yoshitaka	Certified public accountant								△					

Categories for “Relationship with JAPEX”

a Person who executes business of JAPEX or a subsidiary
b A non-executive director or an accounting advisor of JAPEX or its subsidiaries
c Person who executes business or a non-executive director of a parent company
d An Audit & Supervisory Board Member of a parent company of JAPEX
e Person who executes business of a fellow subsidiary
f Person/entity for which JAPEX is a major client or a person who executes business for such person/entity
g Major client of JAPEX or a person who executes business for such client
h Consultant, accounting expert, or legal expert who receives large amounts of cash or other assets in addition to director/Audit & Supervisory Board Member compensation from JAPEX
i Major shareholder of JAPEX (in cases where the shareholder is a corporation, a person who executes business of the corporation)
j Person who executes business for a client of JAPEX (excluding persons categorized as any of f, g, or h above) (applies to self only)
k Person who executes business for another company holding cross-directorships/cross-auditorships with JAPEX (applies to self only)
l Person who executes business for entity receives donations from JAPEX (applies to self only)
m Others

Relationship with JAPEX (2)

Name	Designation as Independent Director	Supplementary Explanation of the Applicable Relationship	Reasons for Appointment as Outside Audit & Supervisory Committee Member
KAWAKITA Chikara	○	Significant positions concurrently held • Chairman at The Salt Science Research Foundation • Chairman at NOMURA INSTITUTE OF ESTATE PLANNING	He has distinguished insights gained from his extensive experience as a graduate school professor and in government administration at the Ministry of Finance and other organizations. We judge that he is able to appropriately conduct audits from an objective standpoint independent of the senior management executing our business; and therefore, have appointed him as an outside Audit & Supervisory Board Member. In addition, he does not have any relationship that may cause a conflict of interest with general shareholders. Therefore, he is designated as an independent officer because he is judged to have a neutral and fair position to pursue the common interests of shareholders.
KATO Yoshitaka	○	Although Mr. KATO Yoshitaka, an outside Audit & Supervisory member, was formerly Chairman and CEO at an audit firm (currently Ernst & Young ShinNihon LLC) that is JAPEX's accounting auditor, he has never been directly involved in JAPEX's accounting audits, and approximately 10 years have passed since he retired from the audit firm in June 2014. The amount paid to the audit firm in FY2023 was 127 million yen, which is less than 1% of the audit firm's net sales, and therefore, the audit firm is not economically dependent on the JAPEX Group. Significant positions concurrently held Outside Corporate Auditor at Sumitomo Chemical Company, Limited	He has specialist knowledge and extensive experience in finance, accounting, taxation, and risk management through his organizational management as Chairman and CEO of an audit firm and his many years of work as a certified public accountant. We have judged that he is able to carry out audits of the execution of duties by Directors; and therefore, have appointed him as an outside Audit & Supervisory Board Member. As stated on the left, in light of the size and nature of the relationship among JAPEX, Mr. Kato and the audit firm, the relationship does not significantly influence JAPEX's decision-making. In addition, there are no other relationships that may cause conflicts of interest with general shareholders. Therefore, he is designated as an independent officer because he is judged to have a neutral and fair position to pursue the common interests of shareholders.

Matters Concerning Independent Directors and Independent Audit & Supervisory Board Members

Number of Independent Directors and Independent Audit & Supervisory Board Members	7

Other Matters Concerning Independent Directors and Independent Audit and Supervisory Board Members

JAPEX designates all outside officers who satisfy the requirements for an independent officer as independent officers.

Incentives

Implementation Status of Measures related to Incentives Granted to Directors	Introduction of Performance-linked Compensation Plan

Supplementary Explanation for Applicable Items

- JAPEX has introduced a performance-linked compensation plan for directors, which can function as an incentive to sustainably enhance corporate value.
- Please refer to "Disclosure of Policy for Determining Compensation Amounts and Calculation Methods" below for the overview.

Director's Compensation

Status of Disclosure of Individual Directors' Compensation	Individual compensations are not disclosed.

Supplementary Explanation for Applicable Items

In the Annual Securities Report, JAPEX discloses the total amount of compensation for internal and outside directors, including Audit & Supervisory Board Members.

The amount of compensation for directors and Audit & Supervisory Board Members in fiscal 2023 is as follows. The following share-based compensation comprised the provision equivalent to the amount related to the acquisition points in share-based compensation that were awarded during the fiscal year.

Directors (excluding outside directors)
Total compensation amount: ¥318 million (Basic compensation: ¥244 million, Bonuses: ¥61 million, Share-based compensation: ¥12 million)

Audit & Supervisory Board Members (excluding outside Audit & Supervisory Board Members)
Total compensation amount: ¥49 million (Basic compensation: ¥49 million)

Outside officers
Total compensation amount: ¥77 million (Basic compensation: ¥77 million)

Policy on Determining Compensation Amounts and the Calculation Methods	Established

Disclosure of Policy for Determining Compensation Amounts and Calculation Methods

The policy for determining the compensation of directors is outlined below. As a prerequisite, the 54th Ordinary General Meeting of the Shareholders held on June 26, 2024 resolved that the basic monthly compensation for directors shall be no more than ¥50 million per month (including no more than ¥6 million per month for outside directors), and the total amount of bonuses shall be resolved at the General Meeting of Shareholders for each fiscal year.

Basic policy

- Regarding the compensation of directors, the compensation structure can function as an incentive to sustainably enhance corporate value. When deciding the compensation of individual directors, our basic policy is to set an appropriate level in consideration of the roles aligned with their position
- Specifically, the compensation of directors (excluding outside directors) comprises base compensation and performance-linked compensation (bonuses and share-based compensation). Compensation for outside directors is only base compensation, considering their duty of supervising management.

Policy for determination of compensation

- The base compensation of JAPEX's directors is fixed monthly monetary compensation and is decided in comprehensive consideration of their position, balance with public markets and employee pay, number of years employed, and more.
- Of performance-linked compensation, bonuses are paid at certain times every year based on consolidated net income as an indicator measuring their contribution to results for the corresponding fiscal year. Specifics are decided in comprehensive consideration of their position, dividends, the level of employee bonuses, their contribution of directors to corporate management in each fiscal year, past results, payment record, and more. The directors' contribution to corporate management is evaluated based on their contribution to the business results mentioned above, achievement of annual targets and business plans (including greenhouse gas emission reduction targets), human resource management, leadership, and execution ability.
- Of performance-linked compensation, share-based compensation is based on the officer compensation share provision rules approved by the Board of Directors within the limit approved at the General Meeting of Shareholders. JAPEX shares equivalent to the number of points provided in line with their positions and performance (using a total return ratio as a general rule as an indicator of performance evaluation based on JAPEX's recognition that returning profits to shareholders is an important management issue) and a monetary amount equivalent to the market share price of said shares is provided as a general rule to directors upon retirement.
- We aim for the ratio of performance-linked compensation (bonuses and share-based compensation) to total compensation to be around 30% at standard amounts. To ensure the compensation system can better function as an incentive to sustainably enhance corporate value, we will consider revising the ratio as appropriate.
- Regarding individual compensation, the Representative Director and President is entrusted with the specific details based on a resolution by the Board of Directors. That authority enables the allocation of bonuses based on each director's base compensation and the directors' contribution to corporate management. It also enables the setting of the specific timing of the payment.
- Calculation methods for base compensation and bonuses are deliberated in advance at the Nomination and Compensation Committee. The Representative Director and President must decide the method with respect to the results of the deliberations.
- The provision of share-based compensation is reported in advance to the Nomination and Compensation Committee.

Support System for Outside Directors and/or Outside Audit & Supervisory Board Members

For information exchange and recognition sharing with outside directors, JAPEX holds regular meetings with the President to exchange opinions, and have established the Outside Director Liaison Meeting as a place to provide explanations to, provide information to, and exchange information with outside directors in advance of Board of Directors proposals.

JAPEX assigns two staff members as a secretariat to assist audit by Audit & Supervisory Board Members. In addition, we continue to create an environment in which outside Audit & Supervisory Board Members can gain a clear understanding of the state of JAPEX and frankly express their opinions and questions through meetings of the Audit & Supervisory Board and other opportunities for exchanging opinions and information.

Statuses of Persons who have Retired as Representative Director and President, etc.

Information on Persons Holding Advisory Positions (*Counselor*, *Advisor*, etc.) after Retiring as Representative Director and President, etc.

Name	Job title/position	Responsibilities	Terms and Conditions of Employment	Date when former role as president/CEO ended	Term
WATANABE Osamu	Special advisor	Provides advice based on experience and knowledge as requested by JAPEX	Full time, with compensation	March 31, 2024	———

Number of Persons Holding Advisory Positions (*Counselor*, *Advisor*, etc.) After Retiring as Representative Director and President, etc.	1

Other Related Matters

2. Matters Concerning Functions of Business Execution, Auditing and Supervision, Nomination, and Remuneration Decisions (Overview of Current Corporate Governance System)

At JAPEX, Directors or Executive Officers, who are appointed and assigned duties by the Representative Directors and Board of Directors, serve as operating officers. The Board of Directors and Audit & Supervisory Board Members (along with the Audit & Supervisory Board comprising all Audit & Supervisory Board Members) assume the role of supervising the execution of their duties. (Company with an audit & supervisory board)

1. Corporate Organs

- Board of Directors and Executive Committee

The Board of Directors, chaired by YAMASHITA Michiro, Representative Director and President, is regularly held once a month. Decisions on important business execution are left to the Board. It also serves supervisory functions as it receives business execution reports from Directors or Executive Officers.

In addition, in order to strengthen the supervisory functions of the Board of Directors, JAPEX appointed five insightful and independent Outside Directors. Those Outside Directors actively provide opinions and advice on meeting agenda and deliberations at the Board of Directors' meeting, from a highly independent position from management, thus encouraging invigorating discussions at the meeting.

The status of activities of the Board of Directors for FY2023 is as follows:

Number of Meetings and Detailed Descriptions of Discussions	Attendance by Directors	Attendance by Audit & Supervisory Board Members
• 14 meetings were held for the fiscal year under review. • Pursuant to the provisions of the Companies Act, the following matters were discussed: matters regarding the general meeting of shareholders, matters regarding the settlement of accounts, matters regarding officers, matters regarding participation in specific projects and loans to relevant subsidiaries, and so forth. • The Board of Directors received general reports and reports of specific items for discussion, regarding the management plan, HSE (health, safety, and environment), personnel strategies, sustainability, including health, and then discussed matters such as the status of efforts. • The Board of Directors received regular reports of the status of production and sale of gas and other energies in Japan and the progress of projects, and then discussed matters such as the status of efforts. • In addition to the foregoing, the Board of Directors received reports of specific items for discussion, including DX (digital transformation) and the whistleblowing system, and then discussed matters such as the status of efforts.	• Persons attended 14 out of 14 meetings: WATANABE Osamu, FUJITA Masahiro, ISHII Yoshitaka, YAMASHITA Michiro, NAKAJIMA Toshiaki, ITO Tetsuo (Note 1), KAWASAKI Hideichi (Note 1), KITAI Kumiko (Note 1) • Persons attended 13 out of 14 meetings: YAMASHITA Yukari (Note 1) • Persons attended 12 out of 14 meetings: SUGIYAMA Yoshikuni (Note 1) • Persons attended 10 out of 10 meetings: TEZUKA Kazuhiko • Persons attended 4 out of 4 meetings: HIRATA Toshiyuki (Note 2)	Persons attended 14 out of 14 meetings: NAKAMURA Mitsuyoshi, MOTOYAMA Yoshihiko, KAWAKITA Chikara (Note 3), MOTOYAMA Hiroshi (Note 3)

Notes 1. ITO Tetsuo, YAMASHITA Yukari, KAWASAKI Hideichi, KITAI Kumiko, and SUGIYAMA Yoshikuni are the Outside Directors as defined under Article 2, item 15 of the Companies Act.
2. Director HIRATA Toshiyuki retired on June 27, 2023.
3. KAWAKITA Chikara and MOTOYAMA Hiroshi are the Outside Audit & Supervisory Board Members as defined under Article 2, item 16 of the

Companies Act.

From the standpoint of accelerating the speed of decision-making, we hold the Executive Committee composed of the directors and other executives of JAPEX and chaired by YAMASHITA Michiro, Representative Director and President, to make decisions on the matters not involved by the decision-making standard of the Board of Directors and to make a discussion to assist the decision-making in the Board of Directors. The Executive Committee are held basically two times in each month, and an extraordinary meeting is also held as needed.

The Executive Committee consists of the following members as of the date of filing of this report:

Names of members of the Executive Committee
Chairman: YAMASHITA Michiro, Representative Director and President Members: FUJITA Masahiro, ISHII Yoshitaka, SUGA Tsuyoshi, NAKAJIMA Toshiaki, ABE Satoshi, TEZUKA Kazuhiko, YAMADA Tomomi, FUNATSU Jiro, TAKAHASHI Toshihiro, SUDA Akira, and NISHIMURA Yutaka

- Audit & Supervisory Board and Audit & Supervisory Board Members

All Audit & Supervisory Board Members attend the Board of Directors and the Outside Officer Liaison Meeting, and Audit & Supervisory Board Members attend the Executive Committee and other important management meetings to perform the function of management supervision by exchanging opinions as necessary with Directors and Executive Officers responsible for business execution.

In principle, the Audit & Supervisory Board meets monthly. During FY2023, JAPEX held 12 meetings of the Audit & Supervisory Board. The attendance rate of each Audit & Supervisory Board Member is as follows:

Title	Name	Attendance rate for the Audit & Supervisory Board meetings during FY2023
Audit & Supervisory Board Member (full-time)	NAKAMURA Mitsuyoshi	100% (12/12)
	MOTOYAMA Yoshihiko	100% (12/12)
Outside Audit & Supervisory Board Member	KAWAKITA Chikara	100% (12/12)
	MOTOYAMA Hiroshi	100% (12/12)

The Audit & Supervisory Board resolved, reported, deliberated on and discussed the following matters throughout FY2023.

Twelve matters were resolved, which included audit plans of Audit & Supervisory Board Members (audit policies, the contents and methods of interim and year-end audits, and so forth), agreement on the selection of the Accounting Auditor and the determination of audit fees, preparation of an audit report of Audit & Supervisory Board and notification of the contents thereof.

Forty-two matters were reported, which included key audit matters reviewed, audit results, assessment results presented by the Accounting Auditor, the quarterly review results and annual accounting audit results by the Accounting Auditor.

Two matters were deliberated on and discussed, which included business reports and compensation for Audit & Supervisory Board Members.

2. Internal Audits

Internal audits of JAPEX are conducted by Auditing Dept. under the direct management of the President. The Auditing Dept. has four members in charge of internal auditing, which audits the systems and execution of management activities and has five members in charge of internal control evaluation, which independently evaluates internal control over financial reporting. The internal audits and internal control evaluation are conducted respectively following the annual plans in order and results are reported to the President on all such occasions while guidance and advice are given to the relevant departments where necessary. The results are reported to the Board of Directors and the Audit & Supervisory Board twice a year.

3. Accounting Auditor

The Accounting Auditor who conducts the audit of the financial statements and the internal control practices in the 54th fiscal year has been Ernst & Young ShinNihon LLC, and the certified public accountants who conducted the audit were as follows:

Name: YUKAWA Yoshio, YAMAZAKI Kazuhiko, MORONUKI Kentaro
Breakdown of assistants to the audit: 7 certified public accountants and 25 other assistants

4. Internal Committees

JAPEX has the risk management system with various internal committees. Risks in general management and each project are evaluated and managed by the Risk Management Committee with a cross-sectional perspective, and deliberated by the expert committees to mitigate each risk.

For example, the Investment Evaluation Committee verifies risks and validity of important investments. The Risk Management Committee monitors the progress and formulates its countermeasures for the issues of each project which the investment decision was made.

The Sustainability Committee deliberates on matters related to the long-term vision and business plan, and ESG (Environmental, Social, and Governance) management including company-wide climate change measures, in order to make a sustainable growth over the medium to long term. In case to deliberate the risks of each business or project at the Sustainability Committee, the conclusions of deliberation in the Investment Evaluation Committee and the Risk Management Committees are appropriately adopted and referred. Other important matters related to information security and occupational health and safety are discussed by the Information Security Committee and the HSSE Committee.

The results of deliberation and verification in the internal committees are reported to the Executive Committee and the Board of Directors as necessary for the deliberation of related matters.

5. Outline of the Limited Liability Agreement

JAPEX amended the articles of incorporation at the General Meeting of Shareholders as of June 2015, enacted the new article related to the limited liability agreement with Outside Directors and Outside Audit & Supervisory Board Members, and each Outside Director and Outside Audit & Supervisory Board Member executed the agreement based on the above article. The outline of the limited liability agreement is as follows:

- The limited liability agreement with Outside Directors
  In the case where Outside Director(s) is(are) liable for damages which have arisen to JAPEX under Paragraph 1, Article 423 of the Companies Act, given his/her performance of duties are made faithfully and without any gross negligence, he/she should be liable for damages to JAPEX within the limit of minimum amount as stipulated in each item of Paragraph 1, Article 425 of the Companies Act and should be exempted from any liabilities beyond the minimum amount by JAPEX.

- The limited liability agreement with Outside Audit & Supervisory Board Members

In the case where Outside Audit & Supervisory Board Member(s) is(are) liable for damages which have arisen to JAPEX under Paragraph 1, Article 423 of the Companies Act, given his/her performance of duties are made faithfully and without any gross negligence, he/she should be liable for damages to JAPEX within the limit of minimum amount as stipulated in each item of Paragraph 1, Article 425 of the Companies Act and should be exempted from any liabilities beyond the minimum amount by JAPEX.

3. Reasons for Adoption of Current Corporate Governance System

JAPEX has introduced an Executive Officer System to clarify the business execution system. Directors or Executive Officers, who are appointed and assigned duties by the Representative Directors and Board of Directors, serve as operating officers.

In addition, in order to strengthen the supervisory function of the Board of Directors, JAPEX has appointed Outside Directors who are highly independent and have deep insight. The Outside Directors and Outside Audit & Supervisory Board Members contribute to vigorous discussion at the Board of Directors by actively providing comments and advice on proposals and deliberations from a standpoint independent of the management team.

JAPEX considers it possible to ensure that decisions are made in an objective and appropriate manner under the system in which independent Outside Directors and Outside Audit & Supervisory Board Members provide opinions and supervision regarding the management of operating officers.

III. Implementation of Measures for Shareholders and Other Stakeholders

1. Measures to Vitalize the General Meeting of Shareholders and Facilitation of Voting Rights

	Supplementary Explanation
Early Posting of Notice of the General Meeting of the Shareholders	Posting date of the notification of the convocation to the 54th Ordinary General Meeting of the Shareholders held on June 26, 2024: June 5, 2024 (20 days in advance) Prior to that posting, the notification of the convocation was made available on the JAPEX website on May 29, 2024.
Electronic Exercise of Voting Rights	Voting rights can be exercised via the Internet, in addition to vote by mail or in person.
Participation in a Platform for the Electronic Exercise of Voting Rights and Other Initiatives to Enhance Environment for Institutional Investors to Exercise Voting Rights	Participating in an electronic voting platform for institutional investors served by ICJ, Inc.
Provision of Notice (or Summary of Notice) of the General Meeting of the Shareholders in English	The English translation as a summary of the notice of the general shareholdings meeting is submitted via TDnet and available on our website.

2. Status of IR Activities

	Supplementary Explanation	Explanation by a representative
Regular Investor Briefings held for Analysts and Institutional Investors	Quarterly financial results briefings are held.	Yes (twice a year)
Online Disclosure of IR Information	The PDF files of Financial Results, Explanatory Materials of Financial Results, Annual and Quarterly Securities Reports, Integrated Report and other materials are available on our website. The above materials are translated into English and posted on our website.	
Placement of Department in Charge of IR activities	Dedicated department：Corporate Communication Office Officer in charge of IR activities: NAKAJIMA Toshiaki, Director, Managing Executive Officer	

3. Status of Initiatives to Respect for Stakeholders' Position

	Supplementary Explanation
Stipulation to Respect for the Position of Stakeholders in of Internal Rules	JAPEX states in our corporate vision: "Achieve sustainable growth and maximize corporate value, while placing top priority on maintaining trust with all stakeholders." Furthermore, to realize our Corporate Vision and sustain as a company trusted by society, JAPEX has established the JAPEX Group Code of Ethics and Conduct, which provides corporate ethics standards and principles of action to be adhered by all officers and employees. The Code stipulates that we "Strive to maintain trust with stakeholders and to contribute to society" and "Respect the human rights of all people." Therefore, JAPEX's emphasis on stakeholders is clearly positioned in our Corporate Vision framework. In addition, we have established the Human Rights Policy as the specific policy based on the commitment to respecting human rights shown in "The JAPEX Group Code of Ethics and Conduct." Efforts to date include the implementation of human rights due diligence on JAPEX and its domestic subsidiaries and affiliates, and the establishment of an internal reporting and consultation system for the JAPEX Group. Corporate Vision and Code of Ethics and Conduct https://www.japex.co.jp/en/company/overview/vision/ Human Rights Policy https://www.japex.co.jp/en/sustainability/social/humanrights/

Implementation of Environmental Preservation Activities and CSR Activities, etc.	JAPEX established core CSR themes “SHINE” in 2014, compiling action plans and targets for each issue, and we conduct systematic CSR activities based on the PDCA cycle. As for environmental preservation activities, JAPEX has identified “climate change response,” “pollution prevention and resource recycling,” and “preserving biodiversity and ecosystems” as environmental challenges that we should focus on among our core CSR themes. Under the “JAPEX HSE Policy” as our policy on occupational health, safety, and the environment, we address these challenges in daily operations through the HSE management system. JAPEX decided to focus on resolving the following three social issues from the Sustainable Development Goals (SDGs). 7: Affordable and clean energy 9: Industry, innovation and infrastructure 13: Climate action JAPEX’s CSR and environmental initiatives are available on our website. (https://www.japex.co.jp/en/sustainability/)
Other	In March 2024, JAPEX has been selected for the first time as one of the 2024 Health and Productivity Stock Selection, jointly taken an initiative by the Ministry of Economy, Trade and Industry (METI) and the Tokyo Stock Exchange (TSE). In addition, JAPEX has been recognized as one of the White 500 in Health and Productivity Management Outstanding Organization, jointly implemented by METI and the Nippon Kenko Kaigi. (the fourth time since 2019).

IV. Matters Concerning the Internal Control System

1. Basic Views and Development Status of Internal Control System

The Board of Directors held on November 10, 2023 resolved to develop the necessary systems to ensure the properness of business operations as stipulated in the Companies Act and the Ordinance for Enforcement of the Companies Act based on the following policies.

1. Systems to ensure that the execution of duties by JAPEX's directors and employees complies with laws and regulations and the Articles of Incorporation.
   To ensure that the execution of duties by directors and employees of JAPEX conforms to laws and regulations and the Articles of Incorporation, JAPEX establishes the JAPEX Group Code of Ethics and Conduct and develops a system to ensure compliance and thoroughness with the code.
   Likewise, JAPEX makes its directors and employees to follow laws and regulations and the Articles of Incorporation in the performance of their duties by establishing the Risk Management Committee chaired by the President, which deliberating important compliance-related matters and managing the status of implementation, as well as by ensuring thorough awareness of compliance through internal training. At the same time, JAPEX organizes an internal reporting system with internal and external contact points for reporting and consultation that are independent from the company organization.
   In addition, each department manages the execution of its duties following own business regulations and manuals, and the internal auditing Dept., which is controlled directly by the President audits the systems and execution status of various management activities and reports the results to the President, the Board of Directors and the Audit & Supervisory Board.
   Further, to secure the reliability of financial reporting, JAPEX organizes and properly operates an internal control system for financial reporting, and the internal audit department independently evaluates the effectiveness of the system and reports the results to the President, the Board of Directors and the Audit & Supervisory Board.

2. Systems concerning the retention and management of information on the execution of duties by Directors
   JAPEX retains the minutes of the Board of Directors, approval for management, various contracts, and other major documents that indicate the execution status of operations. The details of the system are stipulated by the document handling regulations.

3. Regulations and other systems relating to manage risks of loss
   JAPEX reviews the credit management regulations, market risk management and derivative trading regulations, and other emergency response procedures, and where necessary, prepares manuals and other documents from the perspective of risk management.
   At the same time, the Risk Management Committee evaluates and manages cross-company risks.

4. Systems to ensure that Directors execute their duties efficiently
   The Board of Directors meets monthly in principle, to conduct swift decision-making on agenda items on which the Executive Committee has deliberated in advance. The Board of Directors also ensures efficient execution by delegating authority in accordance with the decisions and authorization regulations.

5. Systems to ensure appropriate business activities in the business group comprised of JAPEX and its subsidiaries
   Through the JAPEX Group Code of Ethics and Conduct and the Management Plan, JAPEX sets forth the common direction and goals to be pursued by the Group as its management policy, and the entire Group works together to achieve them.
   Likewise, JAPEX Group makes efficient decisions and executes duties appropriately in a timely manner. JAPEX appropriately operates group management agreements, etc., so that it can consult with and can receive reports on important matters from its subsidiaries in advance. In addition, in accordance with the Subsidiary and Associate Management Regulations, JAPEX's departments in charge of managing subsidiaries and affiliates and corporate divisions, etc., support the subsidiaries in development and operation of the internal control systems as well as risk management to ensure appropriate operations of the entire Group. Our subsidiaries establish and operate a system similar to our system that is stipulated in the preceding four items, depending on the type of business, size and other attributes. Our subsidiaries’ directors report to JAPEX on the status of execution of their duties regularly or as needed.
   Furthermore, JAPEX's internal reporting system applies to subsidiaries, and our internal audit department audits subsidiaries as necessary.

6. Matters relating to employees who assist in the duties of Audit & Supervisory Board
   At the request of its Audit & Supervisory Board, JAPEX appoints one or more employees as Audit & Supervisory Board office members.

7. Matters relating to the independence of the employees set forth in the preceding item from Directors
   Personnel-related decisions on the relevant employees, including appointment and transfer, are subject to the prior agreement of the Audit & Supervisory Board.

8. Matters relating to ensure the effectiveness of instructions given by the Audit & Supervisory Board Members to the relevant employees
   The employees appointed by the Audit & Supervisory Board office perform their duties in accordance with the instructions of the Audit & Supervisory Board, and operating departments cooperate with such employees in the performance of their duties.

9. Systems for our Directors and employees and subsidiaries' Directors to report to the Audit & Supervisory Board Members
   (1) Our Directors make monthly business reports at Board of Directors and circulate requests for management approval to the Audit & Supervisory Board Members (Note). In addition, Director or employee immediately reports to the Audit & Supervisory Board Member if he/she discovers any facts that may cause significant damage to JAPEX.
   (2) Our subsidiaries' director, audit & supervisory board member, or employee report to the Audit & Supervisory Board Member when he/she discovers any fact that may cause significant damage to JAPEX. The same also applies to matters deemed necessary in connection with the performance of duties.
   (Note) Specifically, the full-time Audit & Supervisory Board Members receive requests for management approval in accordance with the segregation of duties among Audit & Supervisory Board Members.

10. Systems to ensure that persons who made a report as set forth in the preceding item are not treated disadvantageously due to such reporting
    Applicable to JAPEX and its subsidiaries, the handling procedures for such reporting stipulates that no person who made a report as set forth in the preceding item is subjected to any disadvantageous treatment for such reporting.

11. Matters relating to policies concerning the procedure for advance payment or reimbursement of expenses that arise in the execution of duties by the Audit & Supervisory Board Members, or other expenses or obligations that arise in such execution of duties
    The Audit & Supervisory Board Members may request prepayment, reimbursement, or other payment in case of necessary to execute their duties by the writing with the reason, amount, and others. Based on the writing, JAPEX makes advance payments or reimbursements.

12. Other systems to ensure effective audits of the Audit & Supervisory Board Members
    JAPEX ensures that the Audit & Supervisory Board Members have opportunities to exchange opinions with the Representative Directors and the Accounting Auditors to enhance cooperation and information sharing.
    Likewise, the Audit & Supervisory Board Members cooperate with the internal audit division through periodic exchanges of opinions to improve the effectiveness of the audits.

2. Basic Views and Development Status on Measures for Eliminating Anti-Social Forces

JAPEX's Compliance Manual stipulates that employees shall take a firm stand against antisocial forces and have no relationship whatsoever with them and that employees shall not easily compromise with money or the like when unjustified demands are made. In addition, internal education for employees are provided internally on how to respond to unreasonable demands by introducing specific examples.

Our Administration & Legal Dept., is in charge of dealing with antisocial forces, collects and manages internal information in a centralized manner and deals with individual cases. Furthermore, the Dept. actively collects information through participation in training sessions held by external organizations.

V Other

1. Adoption of Takeover Defense Measures

Adoption of Takeover Defense Measures	Established

Supplementary Explanation for Applicable Items

(1) Basic Policy Regarding the Person Controlling Decisions Relative to Policies for Our Finances And Business

JAPEX considers that the person controlling our financial and business policy decisions should fully understand the content of our finances and business and the source of our corporate value, and is eligible to protect and enhance corporate value and ultimately the shareholders' common interests in a continuing, sustainable manner.

JAPEX believes the decision on an acquisition proposal which is associated with the transfer of corporate control should ultimately be made based on the general decision of our shareholders. Furthermore, JAPEX does not disapprove of large-scale share acquisition that contributes to our corporate value and ultimately the shareholders' common interests.

Nevertheless, among large-scale share acquisitions, there are many that do not contribute to the corporate value and the shareholders' common interests, in light of their purpose, including such that cause a clear infringement on the corporate value and the shareholders' common interests, such that has the risk of a de facto coercion against the shareholders to sell their shares, such that does not provide sufficient time and/or information for the Board of Directors and the shareholders consideration of the content of the large-scale share acquisition or for the Board of Directors to propose an alternative plan, and such that require consultation and negotiation with the acquirer to draw out a more favorable condition than the conditions presented from the acquirer.

The large-scale share acquirer should understand the source of our corporate value, not to mention the content of JAPEX's finances and business, and unless he or she protects and enhances them over medium to long term, our corporate value and ultimately the shareholders' common interests will be damaged.

JAPEX considers such a large-scale acquirer that does not contribute to our corporate value and the shareholders' common interests inappropriate as the controlling person to determine the policies of our finances and business, and thus consider necessary to protect our corporate value and ultimately the shareholders' common interests by taking essential and substantial measures against such attempts.

(2) Overview of the Measures to Prevent Large-scale Acquisition of Our Company Shares (Takeover Defense Measures)

1. Purpose
The measures aim to deter takeovers that run counter to our corporate value and the shareholders' common interests, protect and enhance our corporate value and the shareholders' common interests, through securing sufficient information and time necessary for the appropriate decision-making of shareholders alongside securing the opportunity to negotiate with the acquirers, in the event of large-scale acquisition of our company shares.

2. Fundamental Structure
JAPEX adopts pre-warning type takeover defense measures where we establish procedures with which a person who intends to acquire 20% or more of our shares should comply and warn in advance that we may take countermeasures if the person fails to comply with such procedures or our corporate value and the shareholders' common interests are deemed to be impaired.

3. Procedures for Introduction
JAPEX introduced takeover defense measures after obtaining approvals for a proposal to amend the Articles of Incorporation to provide a statutory basis for the introduction, etc. of takeover defense measures (a matter requiring a special resolution) as well as a proposal regarding the details of takeover defense measures (a matter requiring an ordinary resolution) at the 38th Ordinary General Meeting of Shareholders held on June 25, 2008. Then, JAPEX partially amended the takeover defense measures and gained approval for a proposal regarding the renewal thereof (a matter requiring an ordinary resolution) at the 53rd Ordinary General Meeting of Shareholders held on June 27, 2023.

4. Effective Period
The effective period shall be until the conclusion of the Ordinary General Meeting of the Shareholders relating to the last fiscal year ending within three years after the conclusion of the 53rd Ordinary General Meeting of Shareholders held on June 27, 2023.

5. Procedures for Implementation
a. An acquirer shall submit the Intent Statement that is legally binding and includes covenant wording, etc., that expresses the intention to comply with the procedures set forth in the takeover defense measures. Within 10 business days after receiving the Intent Statement, JAPEX shall request the acquirer to submit the Acquisition Statement with necessary information.
b. The Board of Directors shall evaluate the acquirer's proposal, consider alternatives, and so on (45 days).
c. The Independent Committee shall weigh the proposal of the acquirer and the business plan of the Board of Directors, review the alternatives presented by the Board of Directors, and so on while negotiating and discussing with the acquirer (45 days. The period may be extended by up to 30 days on reasonable grounds).
d. The Independent Committee shall consider whether or not the acquirer's conduct could damage corporate value or the shareholders' common interests (when damaged, the extent of damage), etc. and recommend implementation or non-implementation to the Board of Directors (the Committee may recommend implementation subject to prior or subsequent approval of shareholders).
e. With regard to implementation, the Board of Directors shall, in principle, convene a general meeting of the shareholders (hereinafter the "General Meeting of the Shareholders for Decision Hearing") to hear the shareholders' decision.
f. In the case the General Meeting of the Shareholders for Decision Hearing is held, the Board of Directors shall make a resolution based on the resolution of the General Meeting of the Shareholders for Decision Hearing. In the case where the General Meeting of the Shareholders for Decision Hearing is not held, the Board of Directors, as a body under the Companies Act, shall pass a resolution, respecting to the maximum extent any recommendation of the Independent Committee.

6. Establishment of the Independent Committee
JAPEX establishes the Independent Committee consisting of Outside Directors, Outside Audit & Supervisory Board Members, and outside experts in order to eliminate arbitrary decisions by the Board of Directors and enhance the objectivity of judgment on whether or not countermeasures should be implemented.

The members of the Independent Committee are as follows:
ITO Tetsuo, Outside Director of JAPEX
YAMASHITA Yukari, Outside Director of JAPEX
KAWAKITA Chikara, Outside Audit & Supervisory Board Member of JAPEX

7. Countermeasures
The allotment of share options without contribution outlined in 8. below will be implemented to dilute the acquirer's equity by issuing new shares to all shareholders other than the acquirer.

8. Overview of the Allotment of the share options Without Contribution

a. Number of the share options
The number shall be equal to the total number of shares issued (excluding treasury shares) as of a certain date (hereinafter the "Allotment Date") otherwise determined by resolution of a general meeting of shareholders or the Board of Directors (hereinafter the "Resolution").

b. Shareholders eligible for allotment
Shareholders other than JAPEX as of the Allotment Date

c. Effective date
The effective date shall be otherwise decided by the Resolution for the Allotment of share options Without Contribution.

d. Number of shares subject to the share options
The number of shares subject to each share option shall be, in principle, one share.

e. Period of exercise
The period shall be otherwise determined by the Resolution for the Allotment of share options Without Contribution within the range of one to six months.

f. Conditions of exercise
Any person who intends to acquire 20% or more of our share certificates (hereinafter collectively the "Unqualified Persons") may not exercise the share options.

g. Acquisition of the share options by JAPEX
JAPEX may at any time acquire all the share options without contribution on a date otherwise specified by the Board of Directors until the day before the commencing date of the period of exercise.

JAPEX may, upon the date otherwise prescribed by the Board of Directors, acquire all the share options held by persons other than the Unqualified Persons, which are not exercised, and deliver shares in exchange for such unexercised share options.

JAPEX may, upon the coming of the date otherwise prescribed by the Board of Directors that is after the effective date of the allotment of the share options without contribution, acquire all the share options held by the Unqualified Persons, and in exchange for such share options, may deliver as consideration the share options in the same number as the share options to be acquired that are in principle not permitted to be exercised by the Unqualified Persons. Details of such share options shall be prescribed in the Resolution for the Allotment of share options Without Contribution.

2. Other Matters Concerning the Corporate Governance System

○ Overview of Timely Disclosure System
JAPEX adopts the following system for handling facts about our operations, business and assets that have a significant effect on investment decisions of investors (hereinafter "Material Fact(s)") to ensure the timely and appropriate disclosure of Material Facts.

1. Aggregation of Information on Material Facts
The Internal Information Management Regulations specify a supervising department and define the time of occurrence/decision for each Material Fact (corporate decisions, occurrences of material facts, financial information, or facts concerning subsidiaries). Information on such facts is collected by promptly notifying the Corporate Communication Office, which is responsible for information management and disclosure, from each supervising department.

2. Disclosure of Material Facts
(1) Information Management and Prompt Disclosure
The Corporate Communication Office is responsible for determining the timing of disclosure, compiling the content of disclosure, and conducting disclosure in a consistent manner in order to prevent leaks of aggregated information before disclosure and to ensure prompt disclosure. If there is any doubt on the decisions whether or not a matter constitutes a Material Fact, the decision will be promptly made by the officer in charge of the Corporate Communication Office who is responsible for handling the information.

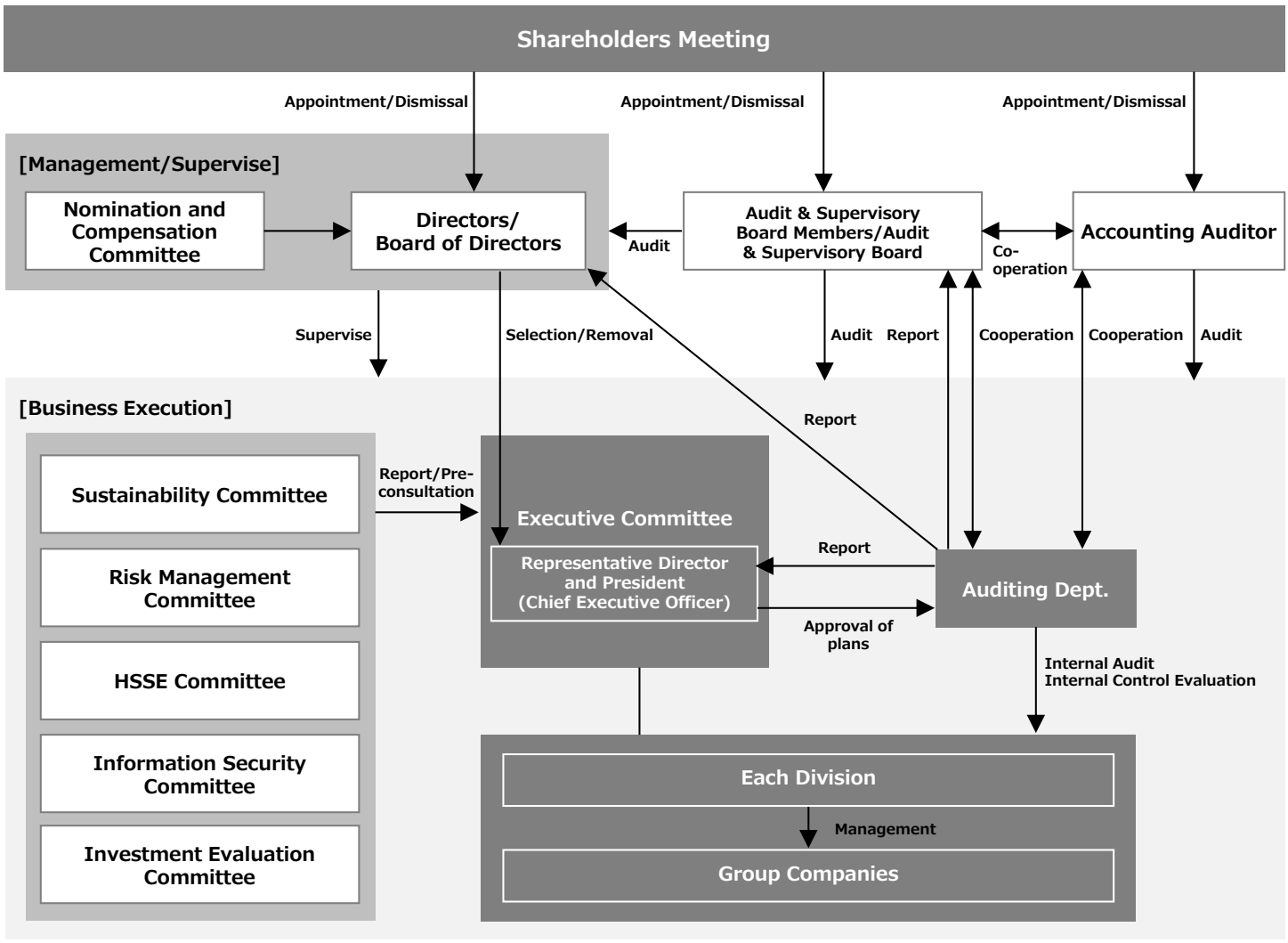
(2) Assurance of the Appropriateness of the Disclosure Content
The content of disclosure is determined through appropriate internal procedures by the department in charge of handling Material Facts and is disclosed by the Corporate Communication Office.

(3) Fair Disclosure
JAPEX discloses Material Facts through TDnet, press release for press clubs, and on our website simultaneously in order to provide many stakeholders with wider access to information.

The Internal Information Management Regulations stipulates how to collect and disclose information on Material Facts to thoroughly implement the handling mentioned above.

End

A schematic diagram of the corporate governance structure is shown below.



Skill Matrix

(Note) The following table shows major skills of each person with a circle mark and does not indicate all of the knowledge, experience and abilities possessed by each person.
Corporate management includes management experience in organizations or groups other than companies.

No.	Name	Position	Corporate management	Finance, accounting, and tax	Legal and risk management	ESG and sustainability	Energy industry-related knowledge	Global business	Technology and DX
1	FUJITA Masahiro	Representative Director and Chairman	○		○	○	○	○	
2	YAMASHITA Michiro	Representative Director and President	○	○	○	○	○		
3	ISHII Yoshitaka	Representative Director	○			○	○		○
4	NAKAJIMA Toshiaki	Director		○	○	○	○		○
5	TEZUKA Kazuhiko	Director	○				○		○
6	FUNATSU Jiro	Director			○	○	○		
7	ITO Tetsuo	Outside Director			○	○			
8	YAMASHITA Yukari	Outside Director				○	○	○	○
9	KAWASAKI Hideichi	Outside Director	○			○		○	○
10	KITAI Kumiko	Outside Director			○	○			
11	SUGIYAMA Yoshikuni	Outside Director	○		○	○	○		
12	MOTOYAMA Yoshihiko	Audit & Supervisory Board Member			○		○		○
13	TAKAHATA Shinichi	Audit & Supervisory Board Member					○	○	○
14	KAWAKITA Chikara	Outside Audit & Supervisory Board Member	○	○	○				
15	KATO Yoshitaka	Outside Audit & Supervisory Board Member	○	○	○				