

Directors and Audit & Supervisory Board Members As of July 1, 2020

*Board of Directors and Audit & Supervisory Board meeting attendance figures are for FY2019

*Number of shares held are as of the end of June, 2020

Directors



President and Representative Director
Chief Executive Officer

Shunichi Kito

- Number of shares of the Company held : 23,132shares
- Board of Directors meetings attended : 16/16

April 1980 Joined Idemitsu Kosan Co., Ltd. ("Idemitsu")
 April 2005 Deputy General Manager of Personnel Department, Idemitsu
 July 2008 Deputy General Manager of Treasury Department, Idemitsu
 June 2011 Executive Officer and General Manager of Treasury Department, Idemitsu
 June 2013 Director, Managing Executive Officer and General Manager of Treasury Department, Idemitsu
 June 2014 Managing Director, Idemitsu
 June 2017 Executive Vice President and Director, Idemitsu
 April 2018 Representative Director & Chief Executive Officer, Idemitsu
 April 2019 President and Representative Director, and Chief Executive Officer, Idemitsu (to date)



Executive Vice President and Representative Director
Executive Vice President and Executive Officer

Takashi Matsushita

- Number of shares of the Company held : 22,697shares
- Board of Directors meetings attended : 16/16

April 1979 Joined Idemitsu Kosan Co., Ltd. ("Idemitsu")
 Oct. 2004 Deputy General Manager of Hokkaido Refinery, Idemitsu
 April 2007 Deputy General Manager of Manufacturing Department, Idemitsu
 April 2010 Executive Officer and General Manager of Tokuyama Refinery and General Manager of Tokuyama Plant, Idemitsu
 April 2013 Executive Officer and General Manager of Manufacturing & Technology Department, Idemitsu
 June 2013 Director, Managing Executive Officer and General Manager of Manufacturing & Technology Department, Idemitsu
 June 2014 Managing Director, Idemitsu
 June 2017 Executive Vice President and Director, Idemitsu
 April 2018 Executive Vice President and Representative Director, Idemitsu
 April 2019 Director, and Executive Vice President and Executive Officer, Idemitsu
 May 2020 President, The Japan Petroleum Institute (to date)
 June 2020 Executive Vice President and Representative Director, and Executive Vice President and Executive Officer, Idemitsu (to date)



Executive Vice President and Representative Director
Executive Vice President and Executive Officer

Susumu Nibuya

- Number of shares of the Company held : 17,356shares
- Board of Directors meetings attended : —/—

April 1982 Joined Idemitsu Kosan Co., Ltd. ("Idemitsu")
 June 2008 Managing Director, Idemitsu Engineering Co., Ltd.
 April 2011 General Manager, Internal Audit Office, Idemitsu
 April 2013 Executive Officer and General Manager, Corporate Planning Department, Idemitsu
 June 2015 Director and General Manager, Corporate Planning Department, Idemitsu
 June 2017 Managing Director, Idemitsu
 April 2019 Executive Vice President and Executive Officer, Idemitsu
 June 2020 Executive Vice President and Representative Director, and Executive Vice President and Executive Officer, Idemitsu (to date)



Director
(Chair of Directors Meeting)

Katsuaki Shindome

- Number of shares of the Company held : 5,202shares
- Board of Directors meetings attended : 16/16

April 1980 Joined Shell Sekiyu K.K.
 April 2006 General Manager, Kyushu Branch, Showa Shell Sekiyu K.K. ("Showa Shell")
 Nov. 2008 General Manager, Kinki Branch, Showa Shell
 March 2009 Executive Officer, Showa Shell
 March 2013 Corporate Executive Officer, Showa Shell
 April 2019 Director, and Senior Managing Executive Officer, Idemitsu Kosan Co., Ltd. ("Idemitsu")
 June 2020 Director, Idemitsu (to date)



Director
Managing Executive Officer

Atsuhiko Hirano

- Number of shares of the Company held : 2,411shares
- Board of Directors meetings attended : —/—

April 1985 Joined Showa Shell Sekiyu K.K. ("Showa Shell")
 Sep. 2002 General Manager, Shizuoka Area, Showa Shell
 Sep. 2004 General Manager, Marketing Planning Division, Showa Shell
 March 2005 Executive Officer and General Manager, Marketing Planning Division, and General Manager, Retail Sales Division, Showa Shell
 March 2006 Director, Showa Shell
 March 2009 Corporate Executive Officer, Showa Shell
 March 2013 Senior Corporate Executive Officer, Showa Shell
 July 2014 Representative Director, President, Solar Frontier K.K.
 April 2019 Managing Executive Officer, Idemitsu Kosan Co., Ltd. ("Idemitsu")
 June 2020 Director and Managing Executive Officer, Idemitsu (to date)



Director
(part-time)

Masakazu Idemitsu

- Number of shares of the Company held : 3,411,900shares
- Board of Directors meetings attended : 16/16

April 2010 Councillor, Public Interest Incorporated Foundation Idemitsu Museum of Arts
 Councillor, Public Interest Incorporated Foundation Idemitsu Culture and Welfare Foundation
 Dec. 2015 Director and Vice President, Nissho Kosan Co., Ltd. ("Nissho Kosan")
 April 2016 Representative Director and President, Nissho Kosan (to date)
 April 2019 Director, Idemitsu Kosan Co., Ltd. (to date)
 Representative Director, Showa Kosan K.K. (to date)
 April 2020 Executor, Akama Ltd. (to date)



Director
(part-time)

Kazunari Kubohara

- Number of shares of the Company held : —
- Board of Directors meetings attended : 16/16

Dec. 2008 Registered as an attorney, established Kyuhodo Law Firm
 April 2010 Committee Member, Tokyo Local Third-Party Committee to Check Pension Records, Ministry of Internal Affairs and Communications
 April 2011 Delegate, Dai-ichi Tokyo Bar Association
 Sep. 2015 Auditor, General Incorporated Association for Realizing Prescription of Adequate Amount of Anti-Dementia Drugs (to date)
 June 2016 Outside Statutory Auditor, Class Technology Co., Ltd.
 July 2017 Auditor, Medical Corporation Hakueikai Miyake Dental Clinic (to date)
 March 2018 Delegate, Japan Federation of Bar Associations
 April 2018 Vice Chairperson of the Legal Services Obstruction Countermeasures Committee, Dai-ichi Tokyo Bar Association (to date)
 April 2019 Director, Idemitsu Kosan Co., Ltd. (to date)

Audit & Supervisory Board Members



Audit & Supervisory Board Member

Toshiyuki Tanida

- Number of shares of the Company held : 6,363shares
- Board of Directors meetings attended : 16/16
- Audit & Supervisory Board meetings attended : 16/16

April 1984 Joined Idemitsu Kosan Co., Ltd. ("Idemitsu")
 July 2013 Executive Officer and General Manager of Logistics Department, Idemitsu
 June 2018 Audit & Supervisory Board Member, Idemitsu (to date)
 April 2019 Audit & Supervisory Board Member, Showa Shell Sekiyu K.K.



Audit & Supervisory Board Member

Kenji Takahashi

- Number of shares of the Company held : 2,430shares
- Board of Directors meetings attended : 16/16
- Audit & Supervisory Board meetings attended : 16/16

April 1984 Joined Shell Sekiyu K.K.
 March 2016 Audit & Supervisory Board Member, Showa Shell Sekiyu K.K.
 April 2019 Audit & Supervisory Board Member, Idemitsu Kosan Co., Ltd. (to date)

Independent Outside Directors



Outside Director

Takeo Kikkawa

- Number of shares of the Company held : —
- Board of Directors meetings attended : 16/16

April 1987 Assistant Professor, Aoyama Gakuin University School of Business
 Oct. 1993 Assistant Professor, Institute of Social Science, University of Tokyo
 April 1996 Professor, Institute of Social Science, University of Tokyo
 April 2007 Professor, Hitotsubashi University Graduate School of Commerce and Management
 Jan. 2013 President, Business History Society of Japan
 June 2013 Outside Director, Mitsubishi Chemical Holdings Corporation
 April 2015 Professor, Graduate School of Innovation Studies, Tokyo University of Science (currently, Graduate School of Management, Tokyo University of Science)
 June 2017 Director, Idemitsu Kosan Co.,Ltd. (to date)
 April 2020 Professor, Graduate School of International Management, International University of Japan (to date)

Reason for appointment

Mr. Takeo Kikkawa has not engaged in corporate management in any manner other than serving as an outside officer. However, management has judged that he will be able to perform his duties as an Outside Director properly as he has long experience and wide knowledge as a university professor, has full knowledge about corporate management as an expert in business administration studies and especially in energy industry theory, and satisfies the "Requirements for Independence of Outside Officers" of the Company.



Outside Director

Norio Otsuka

- Number of shares of the Company held : 1,128shares
- Board of Directors meetings attended : 16/16

April 1973 Joined NSK Ltd. ("NSK")
 Dec. 1999 Deputy Head of Corporate Planning Division HQ, NSK
 April 2000 Vice President, Head of Corporate Planning Division HQ, NSK
 June 2002 Director, Senior Vice President, Head of Corporate Strategy Division HQ, NSK
 June 2004 Representative Executive Vice President, Responsible for Administrative Divisions, Head of Corporate Strategy Division HQ, NSK
 June 2007 Representative Executive Officer and Senior Executive Vice President, NSK
 June 2009 President and Chief Executive Officer, Chairperson of the Nomination Committee, NSK
 June 2015 Director, Chairman, NSK
 June 2016 Chairman, the Japan Bearing Industry Association
 March 2017 Outside Director, Showa Shell Sekiyu K.K.
 June 2017 Honorary Chairman, NSK
 June 2018 Outside Director, Sojitz Corporation (to date)
 Advisor, NSK (to date)
 April 2019 Director, Idemitsu Kosan Co.,Ltd. (to date)
 June 2019 Outside Director, Taisei Corporation (to date)

Reason for appointment

Management has judged that Mr. Norio Otsuka will be able to perform his duties as an Outside Director properly as he served as President and Chief Executive Officer, and Director, Chairman of NSK, has promoted its global growth strategy, enhanced its corporate governance, and accumulated wide experience and advanced insight regarding corporate management, and satisfies the "Requirements for Independence of Outside Officers" of the Company.



Outside Director

Mitsunobu Koshiba

- Number of shares of the Company held : —
- Board of Directors meetings attended : 11/11

Oct. 1981 Joined Japan Synthetic Rubber Co., Ltd. (currently, JSR Corporation)
 May 2002 Officer and General Manager of Electronic Materials Department I, Electronic Materials Division, JSR Corporation ("JSR")
 June 2003 Officer, General Manager of Electronic Materials Division, and General Manager of Electronic Materials Department, JSR
 June 2004 Director, General Manager of Electronic Materials Division, JSR
 June 2005 Senior Officer, General Manager of Electronic Materials Division and Assistant in charge of Fine Chemicals Business, JSR
 June 2006 Managing Director, General Manager of Electronic Materials Division, JSR
 June 2007 Managing Director, JSR
 June 2008 Senior Managing Director, JSR
 April 2009 Representative Director and President, JSR
 June 2019 Representative Director and Chairman, JSR (to date)
 Director, Idemitsu Kosan Co.,Ltd. (to date)
 June 2020 Director and Chairman, JSR (to date)



Outside Director

Mackenzie Clugston

- Number of shares of the Company held : —
- Board of Directors meetings attended : 16/16

June 1982 Joined Department of Foreign Affairs and International Trade of the Canadian Government
 Aug. 2000 Canadian Consul General in Osaka
 Aug. 2003 Minister, Canadian Embassy in Japan
 Aug. 2009 Ambassador of Canada to Indonesia, Timor-Leste and the ASEAN
 Nov. 2012 Ambassador of Canada to Japan
 June 2016 Outside Director, Kameda Seika Co., Ltd. (to date)
 Sep. 2016 Advisor, Sapporo Holdings Limited Professor, Kwansai Gakuin University (to date)
 June 2017 Director, Idemitsu Kosan Co.,Ltd. (to date)
 March 2018 Outside Director, Sapporo Holdings Limited (to date)
 June 2019 Outside Director, NGK SPARK PLUG CO., LTD. (to date)

Reason for appointment

Mr. Mackenzie Clugston has not engaged in corporate management in any manner other than serving as an outside officer. However, management has judged that he will be able to perform his duties as an Outside Director properly as he is familiar with business, administration, and international affairs as a former diplomat and a university professor, has full knowledge about corporate management, and satisfies the "Requirements for Independence of Outside Officers" of the Company.



Outside Director

Yuko Yasuda

- Number of shares of the Company held : 273shares
- Board of Directors meetings attended : 16/16

April 1985 Joined IBM Japan, Ltd.
 Sep. 1991 Joined Booz Allen Hamilton Inc.
 Sep. 1996 Joined Russell Reynolds Associates Japan Inc. ("Russell Reynolds Associates Japan")
 June 1996 Managing Director, Russell Reynolds Associates Japan
 April 2001 Associate Representative in Japan, Russell Reynolds Associates Japan
 April 2003 Representative in Japan, Russell Reynolds Associates Japan
 Member of Executive Committee, Russell Reynolds Associates Inc. (resigned in March 2006)
 April 2013 Member of Executive Committee, Russell Reynolds Associates Inc. (reappointed, until March 2016)
 June 2015 Outside Director, SCSK Corporation
 March 2017 Outside Director, Showa Shell Sekiyu K.K.
 June 2018 Outside Director, Murata Manufacturing Co., Ltd. (to date)
 April 2019 Director, Idemitsu Kosan Co.,Ltd. (to date)
 June 2020 Outside Board Member, Nippon Suisan Kaisha, Ltd. (to date)
 July 2020 Senior Advisor, Board Advisors Japan, Inc. (to date)

Reason for appointment

Management has judged that Ms. Yuko Yasuda will be able to perform her duties as an Outside Director properly as she served as Representative in Japan of Russell Reynolds Association Japan, and engaged in the executive assessment of a corporation and in the training of CEO successors, has accumulated wide experience as a business manager and broad knowledge about the training of global leaders, and satisfies the "Requirements for Independence of Outside Officers" of the Company.

Independent Outside Audit & Supervisory Board Members



Outside Audit & Supervisory Board Member

Taigi Ito

- Number of shares of the Company held : 5,705shares
- Board of Directors meetings attended : 16/16
- Audit & Supervisory Board meetings attended : 16/16

Jan. 1970 Joined Tsuji Audit Corporation (currently MISUZU Audit Corporation)
 May 1973 Registered as Certified Public Accountant (Registration No.5095)
 Feb. 1989 Representative partner, MISUZU Audit Corporation
 July 2004 Deputy Chairman, The Japanese Institute of Certified Public Accountants
 Aug. 2007 Opened Certified Public Accountant Ito Taigi Office (to date)
 April 2009 Professor, Graduate School of Accountancy, Waseda University
 June 2009 Supervisory Director, The Investment Trusts Association, Japan
 Oct. 2010 Supervisory Director, Japan Law Foundation
 Jan. 2012 Chairman of the Disciplinary Committee, The Japanese Institute of Certified Public Accountants
 June 2012 Audit & Supervisory Board Member, Idemitsu Kosan Co.,Ltd. (to date)
 Outside Statutory Auditor, IT Holdings Corporation (currently, TIS INC.)
 June 2014 Outside Corporate Auditor, Mitsubishi Chemical Holdings Corporation
 Outside Corporate Auditor, Mitsubishi Chemical Corporation
 June 2015 Outside Director, Mitsubishi Chemical Holdings Corporation
 Sep. 2018 Outside Director, Koa Shoji Holdings Co., Ltd (to date)



Outside Audit & Supervisory Board Member

Kenji Yamagishi

- Number of shares of the Company held : —
- Board of Directors meetings attended : 16/16
- Audit & Supervisory Board meetings attended : 16/16

April 1973 Registered as an attorney
 April 1997 Vice President, Tokyo Bar Association
 April 2004 Secretary General, Japan Federation of Bar Associations
 July 2007 Committee Member, Central Third-Party Committee to Check Pension Records, Ministry of Internal Affairs and Communications
 March 2008 Outside Audit & Supervisory Board Member, Showa Shell Sekiyu K.K.
 April 2009 President, Tokyo Bar Association
 Vice President, the Japan Federation of Bar Associations
 May 2012 President, the Japan Federation of Bar Associations
 April 2019 Audit & Supervisory Board Member, Idemitsu Kosan Co.,Ltd. (to date)