



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

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

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

(1) Name (2) Position (3) Number of shares of the Company held (4) Nomination Advisory Committee (5) Compensation Advisory Committee (6) Board of Directors meetings attended (7) Audit & Supervisory Board meetings attended

Directors



(1) Shunichi Kito
(2) President and Representative Director
Chief Executive Officer
(3) 23,132shares (4) 16/16 (5) —

Career


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)



(1) Takashi Matsushita
(2) Executive Vice President and Representative Director
Executive Vice President and Executive Officer
(3) 22,697shares (4) 16/16 (5) —

Career

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)



(1) Susumu Nibuya
(2) Executive Vice President and Representative Director
Executive Vice President and Executive Officer
(3) 17,356shares (4) — (5) —

Career

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)



(1) Katsuaki Shindome
(2) Director (Chair of Directors Meeting)
(3) 5,202shares (4) 16/16 (5) —

Career

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)



(1) Atsuhiko Hirano
(2) Director
Managing Executive Officer
(3) 2,411shares (4) — (5) —

Career


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)



(1) Masakazu Idemitsu
(2) Director (part-time)
(3) 3,411,900shares (4) 16/16 (5) —

Career

April 2010 Councilor, Public Interest Incorporated Foundation Idemitsu Museum of Arts
 Councilor, 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)
 April 2020 Executor, Akama Ltd. (to date)




(1) Kazunari Kubohara
(2) Director (part-time)
(3) — (4) 16/16 (5) —

Career

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



(1) Toshiyuki Tanida
(2) Audit & Supervisory Board Member
(3) 6,363shares (4) 16/16 (5) 16/16

Career

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.



(1) Kenji Takahashi
(2) Audit & Supervisory Board Member
(3) 2,430shares (4) 16/16 (5) 16/16

Career

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)



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


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


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


(1) Name (2) Position (3) Number of shares of the Company held (4) Nomination Advisory Committee (5) Compensation Advisory Committee (6) Board of Directors meetings attended (7) Audit & Supervisory Board meetings attended


Independent Outside Directors

	(1) Takeo Kikkawa (2) Outside Director (3) — (4) Chairman (5) — (6) 16/16 (7) —
Career	
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.	

	(1) Mackenzie Clugston (2) Outside Director (3) — (4) — (5) ○ (6) 16/16 (7) —
Career	
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.	


	(1) Norio Otsuka (2) Outside Director (3) 1,128shares (4) ○ (5) — (6) 16/16 (7) —
Career	
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.	

	(1) Yuko Yasuda (2) Outside Director (3) 273shares (4) — (5) Chairman (6) 16/16 (7) —
Career	
April 1985	Joined IBM Japan, Ltd.
Sep. 1991	Joined Booz Allen Hamilton Inc.
Sep. 1993	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 Partner, 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.	

	(1) Mitsunobu Koshiba (2) Outside Director (3) — (4) ○ (5) — (6) 11/11 (7) —
Career	
Oct. 1981	Joined Japan Synthetic Rubber Co., Ltd. (currently, JSR Corporation)
June 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)
Reason for appointment	
Mr. Mitsunobu Koshiba has long been engaged in research and electronic materials business at JSR, served as the General Manager of Electronic Materials Division, and has been serving as the Representative Director and President of JSR since 2009. Management has judged that he will be able to perform his duties as an Outside Director properly as he has expertise in technology area as well as long experience and wide knowledge as a business manager, and satisfies the "Requirements for Independence of Outside Officers" of the Company.	

Independent Outside Audit & Supervisory Board Members

	(1) Taigi Ito (2) Outside Audit & Supervisory Board Member (3) 5,705shares (4) ○ (5) — (6) 16/16 (7) 16/16
Career	
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 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)
June 2014	Outside Statutory Auditor, IT Holdings Corporation (currently, TIS INC.)
June 2014	Outside Corporate Auditor, Mitsubishi Chemical Holdings Corporation
June 2015	Outside Corporate Auditor, Mitsubishi Chemical Corporation
Sep. 2018	Outside Director, Mitsubishi Chemical Holdings Corporation
Sep. 2018	Outside Director, Koa Shoji Holdings Co., Ltd (to date)
Reason for appointment	
Mr. Taigi Ito 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 Statutory Auditor properly as he has extensive experience as a certified public accountant and a university professor, has full knowledge about corporate management as an expert in corporate accounting, and satisfies the "Requirements for Independence of Outside Officers" of the Company.	

	(1) Kenji Yamagishi (2) Outside Audit & Supervisory Board Member (3) — (4) — (5) ○ (6) 16/16 (7) 16/16
Career	
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)
Reason for appointment	
Mr. Kenji Yamagishi 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 Audit & Supervisory Board Members properly as he is familiar with corporate legal affairs as an attorney, has full knowledge about corporate management, and satisfies the "Requirements for Independence of Outside Officers" of the Company.	