

[Reference 2]

## Director Skills Matrix

# Director Skills Matrix

Name	Title	Global Management		Business Operations		Innovation	Corporate		
		Corporate Management/Strategy	Sustainability	Region	Energy Business	DX/R&D	Legal/Risk Management	Finance/Accounting	Human Resources (D&I)
Yukio Kani	Global CEO and Chair	○	○	○ (Global)	○				○
Hisahide Okuda	President, Director, CEO and COO	○	○	○ (Japan)	○				○
Kazuo Sakairi	Director		○	○ (Japan/Asia)	○		○ (Risk)	○	
Tetsuya Watabe	Director		○	○ (Japan)	○	○			
Joseph M. Naylor	Independent Outside Director	○	○	○ (US)	○			○	
Miyuki Suzuki	Independent Outside Director	○	○	○ (Asia/Japan)		○			○
John Rittenhouse	Independent Outside Director	○		○ (Europe)	○		○ (Risk)	○	
Lim Hwee Hua	Independent Outside Director	○		○ (Asia)	○			○	○
Akihiro Watanabe	Outside Director	○		○ (Japan)			○ (Risk)	○	○
David Crane	Independent Outside Director	○	○	○ (US/Europe)	○		○ (Legal/Risk)		
Shiro Kuniya	Independent Outside Director		○	○ (Japan)			○ (Legal)		
Kazuhiro Nabeta	Outside Director		○	○ (Japan)	○	○			
Daisuke Sakai	Outside Director		○	○ (Japan)	○	○			

Note: Based on the expertise and experience of each director, we have listed up to five areas where the company specifically expects them to contribute.

# Reasons for the Selection of the Skill Set

In May 2024, we announced our new growth strategy for 2035. By refining our three strategic business areas (LNG [liquefied natural gas], renewable energy, and hydrogen/ammonia) and three operational capabilities (business development, optimization, and O&M), and through synergies between them, we will deliver diverse, cutting-edge solutions that resolve the energy trilemma (supply stability, economic efficiency, and decarbonization) in response to the geographical and economic needs of each customer, region and country.

Recognizing the importance, in trying to achieve the new growth strategy, of discussing the most important management issues from a broad perspective with directors who have diverse expertise, the Board of Directors has determined that its members should possess the following experience, knowledge, and expertise:

Skill Set		Reasons for Selection
Global Management	Corporate Management/Strategy	Our Board of Directors is required to make decisions from a comprehensive perspective based on factors such as allocation of management resources and organizational management without being biased by business specialization, so we have selected experience in corporate management and knowledge of organizational governance as necessary elements. This includes experience in restructuring business portfolios.
	Sustainability	We aim to maximize our corporate value by increasing our economic value through business activities and enhancing our environmental and social value through the practice of sustainability management, including addressing climate change risks, so we have selected experience, knowledge, and expertise in these areas as necessary elements.
Business Operations	Region (Policies/regulations and relationships with top political and business leaders)	With a mission to deliver cutting-edge solutions to the world's energy issues, it is important that we have extensive business experience in key regions and are well versed in the energy and environmental policies and regulations of each country, so we have selected experience, knowledge, and expertise in our key regions as necessary elements.
	Energy Business	To enhance the value chain business model from upstream fuel development to power generation, create a new fuel value chain, and provide new value such as "carbon-free electricity," we have selected experience, knowledge, and expertise in the energy business as necessary elements.
Innovation	DX/R&D	Providing optimal solutions that concurrently resolve the energy trilemma (supply stability, economic efficiency, and decarbonization) requires the utilization of cutting-edge energy and digital technologies, so we have selected experience, knowledge, and expertise in these areas as necessary elements.
Corporate	Legal/Risk Management	Achieving further growth requires adhering in the conduct of our business not only to laws and regulations but also to ethical and compliance standards. Additionally, effective management of various risks associated with our business operations is essential, so we have selected experience, knowledge, and expertise in these areas as necessary elements.
	Finance/Accounting	Enhancing corporate value in a sustainable manner requires investment in growth areas based on appropriate financial management, capital allocation, and financial strategies including capital policy, so we have selected experience, knowledge, and expertise in these areas as necessary elements.
	Human Resources (D&I)	The foundation of our growth is our talented people, and we aim to create an environment in which we can maximize the value of our human resources. Additionally, fostering a flat and innovative culture is essential to delivering cutting-edge solutions, so we have selected experience, knowledge, and expertise in these areas as necessary elements.