## Message from the Chairman of the Board of Directors



## We will contribute to the sustainable development of society, strengthening corporate governance with diverse perspectives and approaches.

Recently, the conditions surrounding corporate management have been changing greatly. Above all, contributing to resolving global issues as exemplified by the sustainable development goals (SDGs), is strongly demanded. In our Board of Directors meetings, we include such perspectives as we deliberate and make decisions about important management issues. In particular, regarding the problem of climate change, we recognize that the role we should fulfill as an energy business is extremely large and that conducting thorough discussions is even more important than before in order to accelerate efforts to reduce environmental impacts.

From the viewpoint of strengthening our auditing and advising functions for the entire company operations, we have selected multiple outside directors and external auditors with assured independence, and we have continued to raise the effectiveness of our Board of Directors. Moreover, in order to evaluate that effectiveness, we conduct a questionnaire once a year of every director and auditor. We have the results collected and analyzed by a third-party organization to improve the operation of our Board of Directors.

In addition, from this fiscal year, we have increased the ratio of outside directors as well as determined to appoint female directors to reflect diverse senses of value and ways of thinking even more for our business operations.

We will continue to place the thorough implementation of corporate governance as an important business activity. Not only we seek the realization of our corporate group growth, but we also contribute to the sustainable development of society. I sincerely ask our stakeholders to give us unchanging support and cooperation.