Operatorship (self-operation)

Aiming at the Sustainable Development

SOCIAL ISSUES

INPUT

The Cosmo Energy Group's business (capital investment)



Low energy self-



sufficiency rate



Frequent occurrence of natural disasters



Aging population, a decline in working population



problems

Oil Exploration and Production Business



Petroleum Business (Refining and Sales)

Car leasing for individuals



Strength

Oil development and procurement; transportation to refineries

Refining and sales of petroleum products

Oil exploration and production, Procurement

Crude oil procurement through independent development and from oil producing countries; Strong competitiveness by use of operatorship (self-operation)



Stockpile of petroleum for emergency



Research & development

Advanced research on manufacturing technologies

supply and demand.

Oil refining and production

Marine transportation

Transportation by tankers of

purchased or independently

developed crude oil and petroleum products based on

Production of gasoline, diesel oil, kerosene, and feedstock for petrochemicals, in accordance with market needs



Domestic transportation

Use of appropriate transportation methods in consideration of costs and regional characteristics. Supply of petroleum products to customers of various industries and service station operators, in accordance with their needs

Petrochemical Business



Manufacturing and sales of petrochemical products

Renewable Energy Business



Wind power generation

Manufacturing of

petrochemical products

Manufacturing of raw materials for plastics, textiles, and other products, in accordance with market needs

Wind power generation No. 3 in Japan



Renewable energy

Nationwide operation of wind power and solar power generation facilities, and distribution of electricity

Corporate Governance

OUTPUT

Products and services

OUTCOME Generated value



Export of petroleum products

Export of petroleum products, in accordance with overseas demand



Domestic sales Industrial use



Domestic sales

Service stations and service station operators Sales of gasoline, diesel oil, and other products, and general support of customers' car-life

Cosmo's targe ¥36 trillion market



umber of visits by customers 500,000 cars/day

Car leases for individuals

A low-risk business model with no vehicle inventory, targeting the ¥36 trillion car-life-related market. We take advantage of the high frequency of customer contact at service stations.



Petroleum products

Gasoline, kerosene, diesel oil, fuel oil, etc.



Motoring lifestyle solutions



Petrochemical products Materials for products for daily life

Plastic shopping bags, plastic bottles, clothes, tires, frames of electric appliances, etc.



Electric power

Social value



Securing of stable energy sources



Stable energy supply



Support social infrastructure Provision of life line in disasters



Empowerment of seniors and women by offering new motoring lifestyle value



Stable supply of materials for daily necessities



Expanding production of domestic clean energy

Economic value

Return on Equity (ROE)

Target for

11.6%