

The Cosmo Energy Group's business

Oil Exploration and Production Business



Oil development

Petroleum Business (Refining) and Petrochemical Business



Refining of petroleum products
Manufacturing and sales of petrochemical products

Petroleum Business (Sales)



Sales of petroleum products
Car leasing for individuals

Renewable Energy Business



Wind power generation

Strength
Relationships of trust with Middle East oil producing countries for approximately 50 years

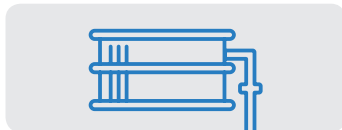
Strength
Operatorship (self-operation)

Oil exploration and production, Procurement



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

Storage



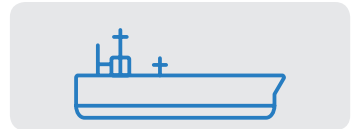
Stockpile of petroleum for 70 days or more in case of emergency

Research & development



Advanced research on manufacturing technologies

Marine transportation



Transportation by tankers of purchased or independently developed crude oil, and petroleum products imported based on supply and demand.

Oil refining/petrochemical and production



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

Wind power generation capacity

No. 3 in Japan
Market share of 6%

Development and construction of wind power generation facilities



Nationwide operation of wind power and solar power generation facilities

Power generation



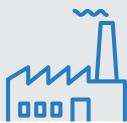
Business Activities

Export of petroleum and petrochemical products



Export of petroleum and petrochemical 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

Car leases for individuals



A low-risk business model with no vehicle inventory. We take advantage of the high frequency of customer contact at service stations.

Strength
Approx. 4,330,000
"Cosmo the Card"
Holders

Number of visits by
customers
500,000 cars/day

Electric power business

コスモでんき

Start to purchase electric power and sell it for residential use



Supply generated power to electric power companies

* Service Station member card

Products and services

Petroleum products



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

Petrochemical products (Materials for products for daily life)



Shopping bags, bottles, clothes, tires, frames of electric appliances, etc.

Motoring lifestyle solutions



Car leasing for individuals, etc.

Electric power



Outcome Generated value

Social value



Securing of stable energy sources



Stable energy supply



Support social infrastructure
Provision of lifeline in disasters



Offering of highly-convenient new motoring lifestyle value



Stable supply of materials for daily necessities



Expanding production of domestic clean energy