

Engagement with Employees

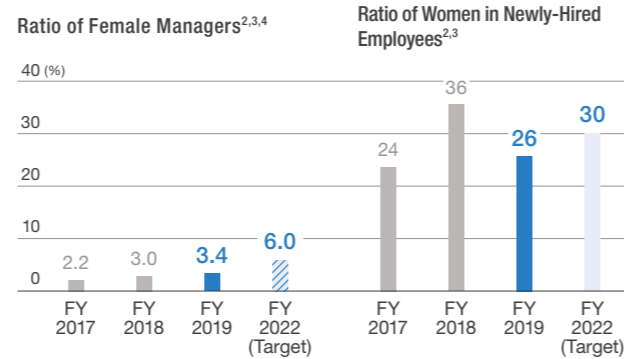
We are making efforts to provide a workplace that enables diverse employees to be empowered and facilitates value creation. In the CSR management plan, goals and KPIs have been set for specific measures. Let us present our initiatives on human rights and human resources.

Human Resources Development

The Cosmo Energy Group believes that human resources are a source of value creation. We are working on securing and developing diverse personnel who positively and promptly tackle the changing business environment and create a workplace that enables diverse employees to be empowered. By combining diverse values, expertise, and experiences, we aim to achieve high productivity and create value.

Promoting diversity

In order to ensure diversity in human resources, our first priority is to empower women. We are aiming for women to represent 30% of newly-hired employees (professional staff) and 6% of managers by FY2022. For employees who are concerned about childbirth and childcare, in addition to the childcare leave, conditions that exceed legal requirements, shorter working hours programs and a telework program are available. We also encourage taking special paid holidays, such as an anniversary day off and a program offering leave of absence for childcare up to the child's graduation from elementary school. Partly due to the career support program and a kindergarten hunting support system, the return rate of employees from childcare leave continues to be 100%. We also have systems that enable employees to return to work even when their family situation changes, such as limited workplace options, a re-employment system for employees who have retired for childcare or caregiving reasons, and a leave of absence program related to the job transfer of a spouse.



Recognized for encouraging employees to work and raise children, Cosmo Oil in the Cosmo Energy Group became the first company in Japan's oil industry to obtain Platinum Kurumin certification from the Minister of Health, Labour and Welfare, under the Revised Act on Advancement of Measures to Support Raising Next-Generation Children.¹ We are actively working on maintaining and improving the ratio of employees with disabilities. The ratio of employees with disabilities in the total workforce was 2.22% as of

Nadeshiko brand company

Cosmo Energy Holdings has been selected for the first time as a 2019 Nadeshiko brand company by the Japanese Ministry of Economy, Trade and Industry (METI) and the Tokyo Stock Exchange (TSE). They select TSE-listed enterprises that are outstanding in terms of encouraging the empowerment of women in the workplace as attractive stocks to investors who value the improvement of corporate value in the mid- and long-term.

June 1, 2020. We are committed to expanding "No barrier in mind" based on the notion of inclusion, in which people with and without disabilities work in the same workplace.

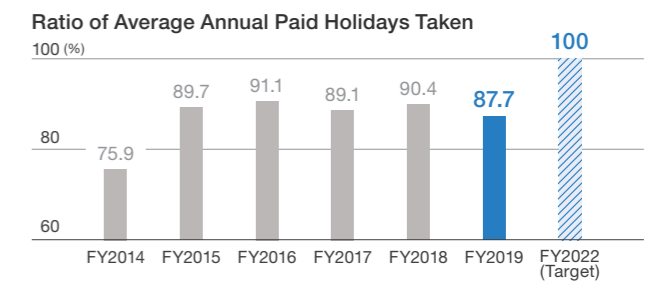
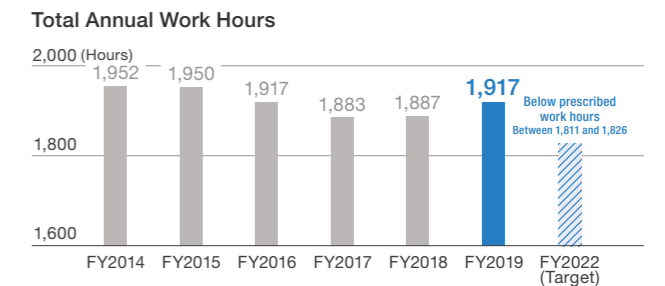
¹ Platinum Kurumin certification is awarded under the revised Act to companies that have already obtained Kurumin in recognition of measures to support employees with children and have expanded them.
² Employees (professional staff) at Cosmo Oil
³ Calculated as of March 31 of each fiscal year
⁴ Managers are those ranked in a position who have subordinates or those in a similar rank, but without subordinates.

We were highly rated for our initiatives in workstyle reform to achieve diversity, including the empowerment of women, as well as in making employees aware of gender equality. We will continue to create a workplace where employees respect diversity and demonstrate their abilities to the maximum.



Occupational safety & health management and new workstyles

In order to improve productivity and to facilitate work-life balance, we have optimized working hours. We have implemented various initiatives, including the encouragement of employees to work mornings rather than nights, to take a day for relaxation (no-after-hours workday), to turn off the lights in the workplace at 8:00 pm (to discourage non-essential, after-hours work). Total annual work hours were 1,917 in FY2019. We will continue workstyle reform and operational reform toward realizing high productivity and better work-life balance. The work-at-home program was extended to all employees (excluding shift workers) in FY2017, and was then expanded into the telework program, enabling employees to work at home and at other locations in FY2019. The COVID-19 pandemic resulted in all employees teleworking (excluding those who have to come to work, such as in refineries). Based on this experience, we will shift into a new workstyle, which includes telework.



Employees' wellness management

Employees' wellness in mind and body and an environment that allows them to maximize their abilities are indispensable to the safe, reliable supply of high-quality products and services. We believe that promoting the wellness of employees and their families is linked to the creation of corporate value. In April 2020, we introduced a non-smoking rule during worktime and established a special holiday for

medical checkups and follow-up examinations. Cosmo Energy Holdings, Cosmo Energy Exploration & Production Co., Cosmo Oil Co., Cosmo Oil Marketing Co., Cosmo Oil Lubricants Co., and Cosmo Business Associates Co. were selected by the Ministry of Economy, Trade and Industry (METI) as a "Certified Health and Productivity Management Organization (White 500)."