Major Key Performance Indicators (KPI) Used as Targets

Financial



impact of inventory valuation) is therefore used

as a KPI as it reflects real ordinary profit.



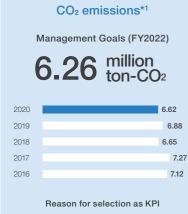






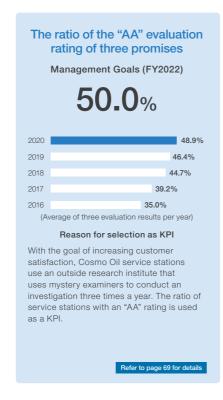


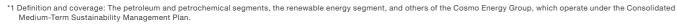
Pre-Financial



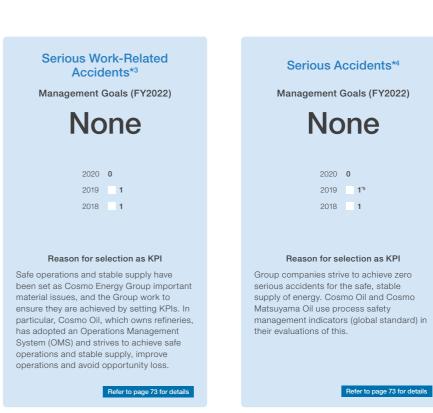
"Reduction of greenhouse gas emissions" is one of the KPIs in the Consolidated Medium-Term Sustainability Management Plan while "Harmony and Symbiosis with the Global Environment" and "Harmony and Symbiosis between Energy and Society" are stated in the Cosmo Energy Group Management Vision. The Cosmo Energy Group identifies the reduction of environmental impact, including CO₂ emission, as one of our priority issues.







^{*2} Definition and coverage: Employees, contract employees, and part-time employees of Cosmo Energy Holdings, Cosmo Energy Exploration & Production, Cosmo Oil, and Cosmo Oil Marketing are included. Those who were out of work during the entire term and those who retired during the term are excluded from the calculation.





^{*3} Definition and coverage: Total work-related accidents that require and do not require time off from work. Accidents involve both directly-hired employees and those working at subcontractors of the 40 total companies, including Cosmo Energy Holdings, Cosmo Energy Exploration & Production, Cosmo Oil, Cosmo Oil Marketing, Maruzen Petrochemical, and other related companies.

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^{*4} A serious accident is an accident with a crisis level of A or S as defined in the Cosmo Energy Holdings Crisis Management Regulations.

^{*5} In FY2019, one serious accident was also counted as a non-compliance event.