History of Value Creation

Thirty-five years have passed since the establishment of Cosmo Oil and the start of the Cosmo Energy Group. Amid a variety of environmental changes, the Cosmo Energy Group's mission of a safe and stable energy supply remains unchanged and the Group aims to contribute to society.

management

stable supply

Inputs

Human capital	Number of employees (consolidated) 7,11
(As of March 31, 2022)	Average number of temporary workers 3,21
Safety and	Operational Management System (OMS) as
technology capital	a basis for safe operation and stable supply
	Crude oil production Approx. 45,000 barrels per da *FY2021 results (Comparison with crude oil processing capacity: Approx. 11%
	Crude oil processing capacity 400,000 barrels/da
	Operating rate of refineries 95.4%
	Number of service stations 2,695 As of March 31, 2022 Petrochemical production capacity * As of March 31, 2022 * As of March 31, 2022
Manufactured capital	Olefinic production Ethylene* 1.29 million tons/yea
	Aromatic production Para-xylene 1.36 million tons/yea
	Benzene /35,000 tons/yea
	Mixed-xylene 618,000 tons/yea
	Wind power plant capacity 300,000 kV * As of March 31, 2022 No. 3 in Japan and 7% domestic shar
	No. 3 in Japan and 7 70 domestic sna Includes production capacity of Keiyo Ethylen (55% owned, consolidated subsidiary of Maruzen Petrochemica
	(35% Owned, consolidated subsidiary of Maruzen Ferrochenica
Social and relationship capital	Number of Cosmo the Card holders $A_{AS of March 31, 2022}$ Approx. 4.03 million card
	Cosmo My Car Lease Cumulative total 96,214 car * As of March 31, 2022
	Number of Carlife Square 4.72 million member app downloads *As of March 31, 2022
	Friendly relationship with More than 50 year oil-producing countries
	Familiarity of brand Results of a survey of general consumers across Japan conducted by Nikkei BP Consulting, Inc. in August 2020 241 companie
Natural	Crude oil reserves 140million barrel
capital	(equivalent to approx. 17years of suppl
	Wind power, sunlight and other natural energy
	Total assets ¥1,938.4 billio
Financial	Net assets ¥584.0 billio
capital (FY2021 result)	Free cash flow ¥40.9 billio
, , ,	

Consolidated Consolidated **Medium-Term** Medium-Term Management Plan **Sustainability** Oil & New Management Plan Everything About Oil - And Beyond → P.17 → P.15 **Cosmo Energy Group** Sustainability **Business activity** Management Vision → P.57 → P.35 Oil Exploration and In striving for harmony and symbiosis Engagement with between our planet, man and society, **Production Business** the Environment we aim for sustainable growth → P.41 towards a future of limitless possibilities. Engagement Petroleum Business with Employees → P.45 Engagement with Customers **Petrochemical Business** Ensuring Safety → P.49 Measures Strengthening Renewable Energy Corporate Business Governance → P.53 Structure Material issues form the foundation Material issues for sustainable of business continuity planning value creation Occupational Structural reform of Diversity and Ethics and Climate change + safety & health businesses that are the integrity countermeasures equal opportunity foundation for revenue management Risk Safe operations and Product specifications Clean technology Compliance

Cosmo Energy Group's Sustainable Management

The Sixth

and clean fuel blends

opportunities

Values we create

