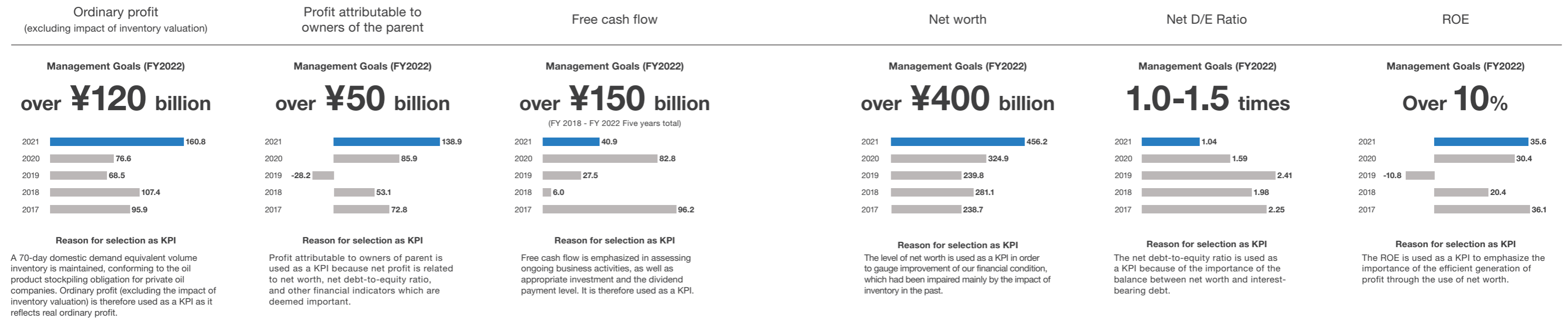
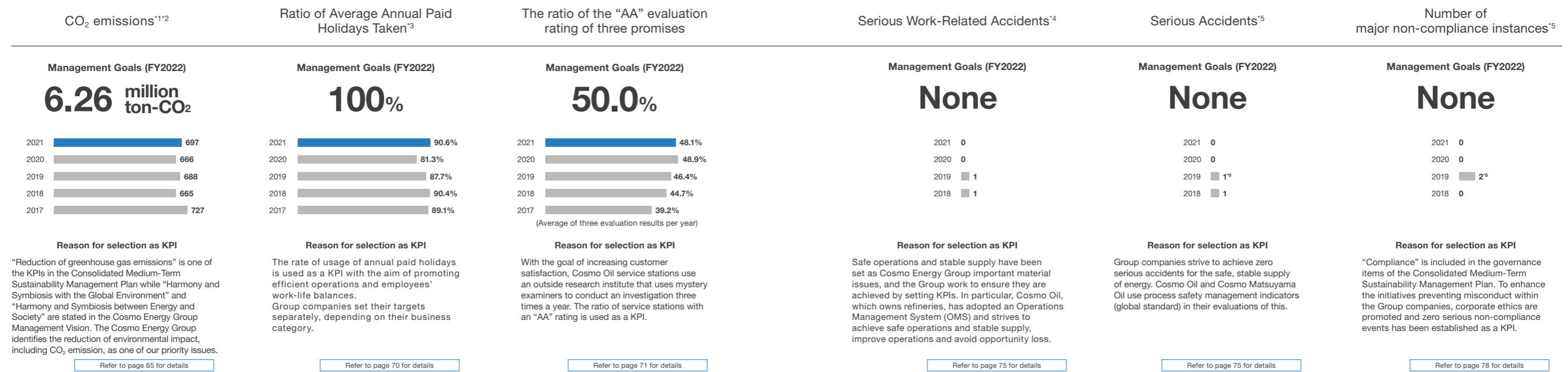


Major Key Performance Indicators (KPI) Used as Targets

Financial



Pre-Financial



*1 Definition and coverage: The petroleum and petrochemical segments, the renewable energy segment, and others of the Cosmo Energy Group, which operate under the Consolidated Medium-Term Sustainability Management Plan.
 *2 The FY2020 figure was corrected, reflecting the improvement of the accuracy of aggregation.
 *3 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.

*4 A major work-related accident is a fatal accident or an accident resulting in an injury or disease with a disability grade of 1 to 7.
 *5 A major accident and a major non-compliance instance refer to an accident or a non-compliance instance which may have a serious negative impact on any one of the following ranges.
 (1) Overall management of the Group companies (2) Core operating companies and semi-core companies (3) Overall management or multiple departments of each Group company
 *6 In FY2019, one serious accident was also counted as a non-compliance event.