



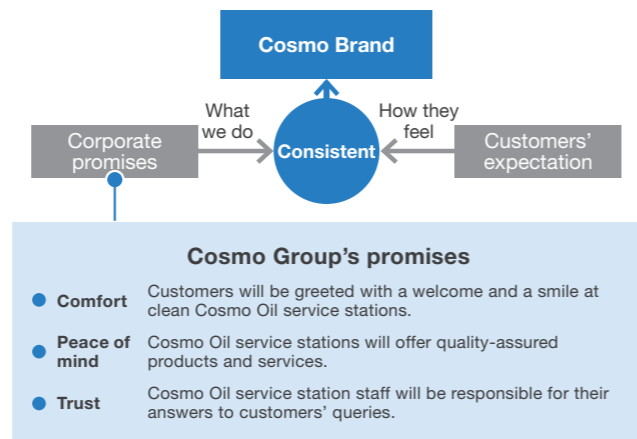
S — Engagement with Customers

In 1997, we began to send out the message “Filling Up Your Hearts, Too.” More than 20 years have passed since then, but our hope remains the same. Let us present the Group companies’ initiatives to fill the hearts of our customers through the everyday supply of energy.

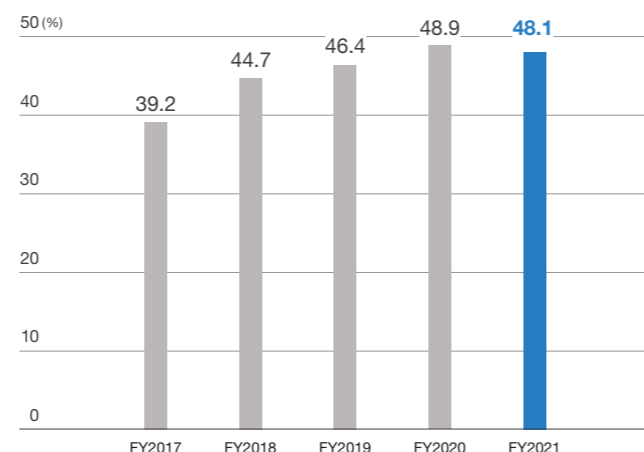
Enhancing customer satisfaction (diagnosis of fulfillment of three promises)

Cosmo service stations strive to fill the hearts of customers based on the three brand promises to deliver comfort, peace of mind, and trust to customers. Three times a year (twice in FY2020), a mystery examiner from an outside investigatory agency explores services at service stations (SS) and provides an evaluation from the customer’s view-point. The SS are encouraged to re-acknowledge the customer’s viewpoint and provide more satisfying services.

Diagnosis of the three promises is a dual-axis evaluation: operation items and impression items (highest rating of “A” for either). The percentage of SS with an AA or A rating for both operation items and impression items decreased 0.8 percentage points to 48.1% in FY2022 compared to the previous year. We will aim to raise the ratio of AA-rated SS to fill the hearts of more customers.



Ratio of AA-rated Service Stations in Evaluation



Promoting the installation of charging equipment for EVs

Cosmo Oil Marketing is a frontrunner in the car life business. For example, the company was the first oil wholesaler to launch a car leasing business for individuals at service stations. In addition, the company is creating services for the coming EV society, to ensure that customers’ car lifestyles can be fulfilling as promised by the Sixth Consolidated Medium-Term Management Plan “Oil & New.”

As a specific initiative for the realization of the above, the company is working together with e-Mobility Power, Inc. (“eMP”) to install rapid charging equipment for EVs at Cosmo Oil Marketing’s

affiliated service stations and develop related services. At present, charging services from eMP’s network are available via the rapid charging equipment for EVs installed at services stations. We have installed rapid charging equipment for EVs at approx. 20 affiliated service stations. We will expand the equipment to several dozens of service stations by the end of FY2022.

We will continue to develop mobility services that support a sustainable society, to deliver car life services that are more diverse and more convenient than ever, and earth- and people-friendly.

Development of EV car sharing and mobility businesses

Cosmo Oil Marketing is creating new EV mobility services. In April 2021, the company began providing EV car sharing services at Cosmo Oil Sales’ Self Pure Shinjuku Chuo service station. Electricity from virtually 100% renewable energy sources—the wind power electricity generated by Cosmo Eco Power — is supplied to the rapid charging equipment, enabling customers to charge EVs with virtually CO₂-free electricity. Additionally, EVs do not emit any CO₂ while in use. Thus, the car sharing services are friendly to the environment.

In June 2021, we signed a capital and business alliance agreement with ASF Co., Ltd., which plans, develops, manufactures, and sells EVs. Through this alliance, we will provide light (kei) EVs from ASF via the Cosmo My Car Lease and Yasashi (friendly) Car Sharing services, which are existing Cosmo Oil services. Further, we also provide EV car leasing and sharing services through Cosmo Zero Carbon Solution which we launched in September 2021.



Initiatives at Cosmo Oil service stations

1 Petroleum refueling service for customers with disabilities

At some of our service stations, we help customers who are physically challenged refuel their cars. We will continue to expand this service to more of our service stations.

2 Lease of vehicles for persons with disabilities and for nursing care

Cosmo My Car Lease provides lease of vehicles for persons with disabilities and in nursing care to ensure a better car ownership experience.

S Engagement with Customers

Engagement with Customers and Local Communities

The Cosmo Energy Group seeks to proactively communicate with customers and local communities based on Harmony and Symbiosis between Companies and Society, one of the ideas laid out in our Basic Concept of Sustainability.

Cosmo Oil Eco Card Fund

Since 2002 the Cosmo Energy Group has been issuing the Eco Card as a membership card for ¥500 per year, with an additional feature to contribute to environmental activities. There are 62,000 cardmembers as of July 2022. Sources of funding for the Cosmo Oil Eco Card Fund are donations from customers, that is, Eco Cardmembers, subscribers to the Cosmo Denki Green plan, and people donating through the Carlife Square app, as well as the Group. In FY2021, the fund supported 17 projects operated by 15 organizations.

The impact of COVID-19 spread to our environmental activities, forcing us to downsize some planned activities. However, there were projects which achieved great things even in the adverse circumstances, such as the project in Kiribati, in which we accepted local residents who had lost employment opportunities as new participants in our mangrove planting activities.

In 2022, Cosmo Oil Eco Card Fund celebrated its 20th anniversary, and we announced the Medium- to Long-Term Vision. In the next 20 years, we will continue to develop our relationships with our members, partner organizations, and the

wide range of people in society and address climate change, the protection of ecosystems, and other issues with them guided by our slogan, "Living on the Earth Forever."



Cosmo Oil Eco Card Fund Annual Report 2022
* Planned to be published around the end of September 2022
<https://ceh.cosmo-oil.co.jp/kankyo/eco/report.html>

Cosmo Waku Waku Camp

The Cosmo Waku Waku Camp (started in 1993), which is a core social contribution activity, is a three-day camp for elementary school students who have lost one or both of their parents in a traffic accident. In FY2021, we had to cancel the camp to prevent the spread of COVID-19. Instead, we distributed the Welcome to the Earth! picture book to 246 children who had lost one or both of their parents in a traffic accident. We created this picture book as part of Cosmo Earth Conscious Act, our activities for promoting the protection and conservation of the global environment, together with Tokyo FM and members of the Japan FM Network Association (JFN). Children who read the picture book shared comments such as, "I want to cherish the Earth because it belongs to

everyone," and "I was touched to know that many lives are connected to each other."

We also donated a total of 1,879 copies of the book mainly to the local governments of areas where the Cosmo Energy Group has business locations. The books were distributed to local kindergartens, elementary schools, libraries and other facilities via local governments.

We will continue to provide children with opportunities to appreciate the natural environment. At the same time, we will ensure the program leads to the increase of employee awareness, including the development of new values and the promotion of diversity.

COSMO ecolozoo, a website for environmental communication

At the Cosmo Energy Group, we are pushing forward with environmental businesses including the wind power generation business. We have also continued environmental contribution activities that we create with customers for many years, such as the Cosmo Oil Eco Card Fund and the Cosmo Earth Conscious Act.

To increase more customers' familiarity with our environmental activities, we published the COSMO ecolozoo website for environmental communication in December 2021. Through this website, we share environmental news that

attracts public attention, introduce our environmental activities in an easy-to-understand manner, and call for participation in environmental protection activities. Using this website as a starting point, we will expand the circle of environmental activities, thus increasing our contributions to the protection of the global environment.

COSMO ecolozoo website
<https://ecolozoo.cosmo-energy.co.jp/>

Cooperating with the Emirate of Abu Dhabi in the field of education and the promotion of understanding between Abu Dhabi and Japan

Since September 2011, together with the Ritsumeikan Trust, we have been operating a Japanese language education program at Applied Technology High School, a royal high school in the Emirate of Abu Dhabi. We send three Japanese language teachers to the school and financially support the program. As of August 2021, a total of 161 students have completed the three-year program, and 19 of them have come to Japan to study at universities.

In addition, we began to admit the children of UAE nationals to a Japanese school in 2006. The first batch of these students will be second-year university students this year. 6 of the

graduates now study at high schools and universities in Japan, and high school students were selected as ambassadors for the Japan Pavilion at Expo 2020 Dubai (held from October 2021 to March 2022).

We hope that these initiatives will help UAE students deepen their understanding of Japanese language and culture and enable them to develop into human resources who can be a bridge between the two countries, leading to the continued development of the multi-layered cooperative relationship between the Cosmo Energy Group and the Emirate of Abu Dhabi and between the country and Japan.

Cosmo Group companies' communication with local communities

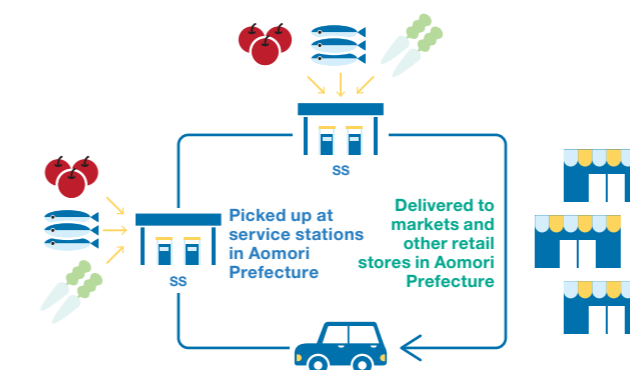
Cosmo Eco Power

The Cosmo Energy Group participates in the Aomori-wo Tabeyo Project ("Let's enjoy food from Aomori" project), which is aimed at developing the agricultural and fishing industries of Aomori Prefecture, where Cosmo Eco Power engages in the wind power generation business. The Aomori-wo Tabeyo Project is implemented jointly with local farmers, fishery operators, retail stores, a local logistics company and a university, with the goal of realizing the local production of food for local consumption. We have been delivering and promoting the appeals of delicious vegetables and fruits produced with strong dedication and fishery products to local people as gifts from the rich nature of Aomori

The Group's initiatives

• Support for building a logistics network

We built a locally circular logistics network, in which service stations in Aomori Prefecture are used as consolidation points, by forming an alliance with a local logistics company. Fresh local agricultural and fishery products are picked up at service stations and other facilities and then delivered to local retail stores, markets and similar facilities, where the tasty products of Aomori are provided to local people.



Logistics system

Maruzen Petrochemical

By clarifying its attitude as a good corporate citizen underpinned by the desire to create a rich society, based on its corporate mission, Maruzen Petrochemical is continually engaged in various initiatives to contribute to the development of local communities. The company's Chiba Plant, Denka Co., Ltd., and Showa Denko Materials Co., Ltd. invite children from Goi Elementary School for a visit to the companies' plants every year. In FY2020 and FY2021, due to the COVID-19 pandemic, the tours were canceled and only commemorative gifts were given to the children. In addition, upon request from the

Prefecture. This fiscal year, we also engaged in an initiative using bullet trains to transport fresh agricultural and fishery products from Aomori to other prefectures, where they were sold in Sanchoku-ichi (an event selling products delivered directly from the producing area).

Under the slogan, "Let's be the energy for delivering the happiness of local people," we connect fresh agricultural and fishery products from Aomori to the thoughts of people, supporting the development of the agricultural and fishing industries and regional revitalization.

• Support for sales promotion

We supported the promotion of sales of agricultural and fishery products from Aomori with TV commercials and a special website. We also engaged in activities communicating the appeals of the rich nature and agricultural and fishery products of Aomori to the members of Cosmo's Carlife Square app and the Eco Card all over Japan. We also supported sales of the products in markets, Sanchoku-ichi and at other stores.



Aomori Sanchoku-ichi (JR Omiya Station)

Economic Division of the Ichihara-shi government, the manager of the company's General Administration Section presented information about the Goi complex to first-year students at Chiba Prefectural Ichihara High School, in a talk aimed at increasing their knowledge about Ichihara.

In FY2020 and FY2021, we were forced to cancel many annual events held jointly with local communities due to the COVID-19 pandemic. However, we will continue to engage with and contribute to local communities while ensuring that our operations continue safely and stably.