

Customers, the Community and Our Employees

Activities for Our Customers

Cosmo Oil works to respond as quickly as possible to the inquiries and opinions of its customers. Along with establishing a toll-free service phone line, this also includes card member services accessible through our Internet site (www.cosmo-oil.co.jp), email, facsimile and postal correspondence services. We try to respond immediately to all inquiries and comments received by telephone, email, mail and fax, then collect, consolidate and manage the data at the Customer Center. This allows for the immediate use of customer feedback in the sharing of information, intra-office service and environmental maintenance.

New Telephone Center for Rapid Handling of Customer Comments

In October, 2000, Cosmo Oil established the new Cosmo Customer Center for the handling of customer inquiries and comments.

The Center provides a toll-free number for customers, and makes every effort to satisfactorily respond to customers during the call.

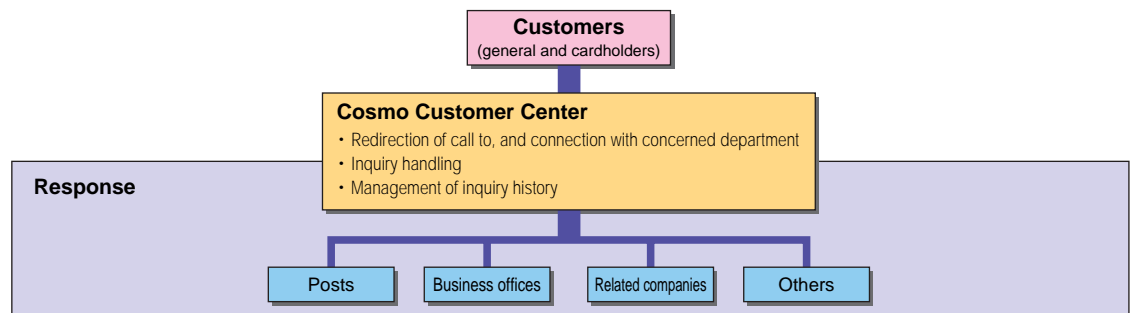
Previously, only card members could contact the Card Center or the toll-free Cosmo Answer Center with questions or comments; other customers were referred to company headquarters and branches. With the opening of the Cosmo Customer Center, we can handle customer contact and provide rapid feedback.

From the opening of the Customer Center to March of 2001, an average of 120 questions and comments have been received monthly.

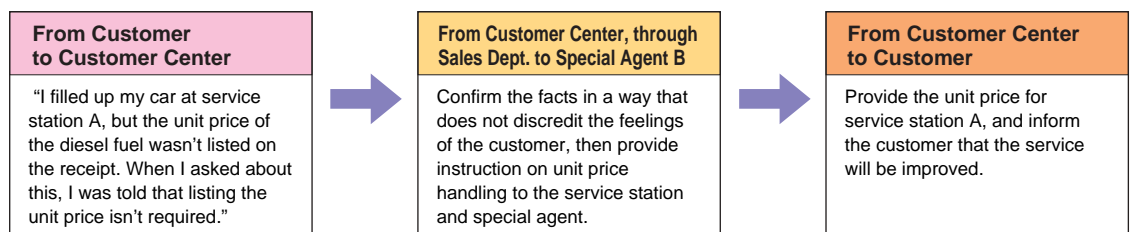
This has allowed for customer comments on service stations to be directed through the Center to the responsible section, then directly to the management of the special agency, greatly improving response to the customer's inquiry.

Email response through the company website

A contact email address was established at the Cosmo Oil's website, www.cosmo-oil.co.jp, which, from October, 2000 to March, 2001, received an average of 50 customer questions and comments a month. As with telephone contact, customer email is handled as quickly as possible by the relevant department in the company. For both the company and the customer, email provides a low-cost form of communication, and one which we put on the same level of importance as the telephone.



Examples



Exchange with the Local Community

Before any major new facility installation at our oil refineries, we not only carry out an environmental assessment as required by Ministry of the Environment regulations, but also work to set up a dialogue with the people of the area so that their opinions can be incorporated as well.

We also work to build an active exchange with the community through area cleaning, sport schools and tournaments, open houses at the facilities, and other activities.

The service stations also work to build good communications with their communities, taking part in meetings of local organizations and neighborhood groups, cleaning roads surrounding the service station, and removing snow.

Personnel System

The goal of personnel management is to build a foundation for the company in a Cosmo Oil network that is truly valued by the customer.

The root of the personnel system is "management by goal"—managers and staff talk until understanding is reached, establish the business goal, and carry out work toward the achievement of the goal with a sense of independence. A flexible promotion system has been established, with a five-step, simple grading system where clear standards for goal achievement are set, where evaluation is based not only on results and achievements but also the process made, and that a fair, interview-based evaluation decision is made.

To develop the talents of the people who create the foundation of the company, our stress is on career building, respecting the individuality of the employee. A suitable job path is established early-on with later clarification processes, programs to enhance abilities, educational programs, and the open, application for new business areas.

Sexual Harassment Training as a Part of Human Rights Training

The progress of internationalization raises the value of the company; in this new era the respect for human rights must be maintained and developed. Our training and educational activities are aimed at developing people who can contribute widely to society in this way. From 1999, as part of our human rights training and reflecting the revision of the Law on the Securing of Equal Opportunity and Treatment Between Men and Woman in Employment, sexual harassment training is now a requirement for all employees.

In labor agreements and office regulations, sexual harassment clauses have been added, and consultation centers set up in major business offices.

Safety and Health

Oil refineries are highly industrial production centers, so we are actively tackling the issues of safety by bringing together Cosmo Oil employees and employees from affiliated companies. To prevent worker accidents, danger forecasting, research into accident causes and examination of the accident recurrence prevention plan are carried out, and a variety of programs to raise the awareness of all employees are being developed.

A reflection of these efforts was seen in March, 2001, as the Chiba Oil refinery became number one in the petroleum industry for worker-accident-free hours—13.57 million worker hours, and still counting.

In health, periodic employee health checks are conducted by physicians who visit the oil refineries, with follow-ups as necessary. The health insurance association system also provides for the medical examination of employee families as well.