

# Oil Business Flow and Group Summary

The Cosmo Oil Group operates oil businesses ranging from the independent development of crude oil (upstream business) to the manufacture and sale of oil products (downstream business). As a Group, we promote the creation of stable energy supply frameworks, giving priority to safety, as well as keep our sights set on growing future businesses for the next generation. In particular, we aim to provide the best mix of energy and new technology development through advances in our energy business.

◆ Oil Business Flow and Group Summary (as of March 31, 2008)



## Crude Oil Development

Cosmo Oil imports crude oil mainly from Middle Eastern countries. We aim to maintain a stable oil supply by dividing our purchases among multiple countries and through the independent development of crude oil by Group companies. Moreover, we are further strengthening amicable relations by engaging in personnel exchanges and technology transfers with Middle Eastern countries.

- ◎ Abu Dhabi Oil Co., Ltd. (Japan)
- ◎ Qatar Petroleum Development Co., Ltd. (Japan)
- United Petroleum Development Co., Ltd. (Japan)

Others:

- ◎ 2 companies
- 1 company

## Marine Transportation

We take measures to prevent marine accidents, which include switching to double-hull tankers. We are also increasing crude oil transportation efficiency by establishing Nippon Global Tanker Co., Ltd. with Nippon Oil Corporation to conduct joint plying and by employing large-sized tankers.

- Nippon Global Tanker Co., Ltd.

## Oil Refining and Product Manufacturing

At our refineries, we are progressing with various initiatives that include promoting efficient use of energy, reducing industrial waste, and preventing air and water pollution. Additionally, we have started manufacturing environment-friendly sulfur-free fuels (gasoline and diesel oil).

- Cosmo Oil Co., Ltd.

## Import/export of crude oil and petroleum products

- ◎ Cosmo Oil International Pte., Ltd.
- ◎ Cosmo Oil UK Plc.
- Other:
- ◎ 1 company

## Storage

- ◎ Hokuto Kogyo Co., Ltd.
- Tozai Oil Terminal Co., Ltd.
- Okinawa CTS Corp.
- Ohgishima Oil Terminal Co., Ltd.

Others:

- ◎ 2 companies
- 4 companies

### Legend

- ◎ Consolidated subsidiary
- Non-consolidated subsidiary under equity method
- Non-consolidated subsidiary not accounted for by equity method
- Affiliate under equity method
- Affiliate not accounted for by equity method

## Overseas bases

Six countries: United Arab Emirates, Qatar, UK, US, Singapore, China



### Petroleum Product Manufacturing

LPG	Gasoline/ Naphtha	Kerosene/ Jet fuel
Diesel fuel	Heavy fuel oil	Asphalt

#### Lubricant production

- Cosmo Oil Lubricants Co., Ltd.

#### Petrochemicals manufacturing

- Cosmo Matsuyama Oil Co., Ltd.
- CM Aromatics Co., Ltd.
- Maruzen Petrochemical Co., Ltd.

#### Manufacture and sales of products containing aminolevulinic acid (ALA)

- Cosmo Seiwa Agriculture Co., Ltd.

### Domestic Transportation

We are increasing the efficiency of our distribution system and saving energy by utilizing large-sized tanker trucks and increasing stowage rates. For land transportation, we are enhancing efficiency and energy savings through independent loading and unloading, and night deliveries.

- Cosmo Kaiun Co., Ltd.
- Sakaide Cosmo Kosan Co., Ltd.
- Cosmo Delivery Service Co., Ltd.

- Others:
- 6 companies
  - 5 companies
  - 9 companies

### Sales

Twice a year, we check approximately 4,100 service stations to ascertain the actual state of environmental control and make improvements based on the results of these checks. Further, we are moving forward with efforts at our new service stations to achieve harmony with local communities and the environment.

- Cosmo Petroleum Gas Co., Ltd.
- Cosmo Oil Lubricants Co., Ltd.
- Cosmo Oil Sales Co., Ltd.

- Others:
- 5 companies
  - 1 company
  - 12 companies
  - 14 companies

### Other businesses (construction, insurance, leasing, real estate, rental, etc.)

- Cosmo Engineering Co., Ltd.
- Cosmo Trade & Service Co., Ltd.
- Cosmo Business Support Co., Ltd.

- Others:
- 4 companies
  - 15 companies
  - 3 companies

#### Detailed information

- Industry associations and advocacy organizations with membership

web <http://www.cosmo-oil.co.jp/eng/oilbusiness/index.html>

#### Related information

- "Operational Review," Annual Report (PDF)

web [http://www.cosmo-oil.co.jp/eng/ir/annual/annual2008/pdf/annual2008e\\_06.pdf](http://www.cosmo-oil.co.jp/eng/ir/annual/annual2008/pdf/annual2008e_06.pdf)