

Consumer-Related Issues

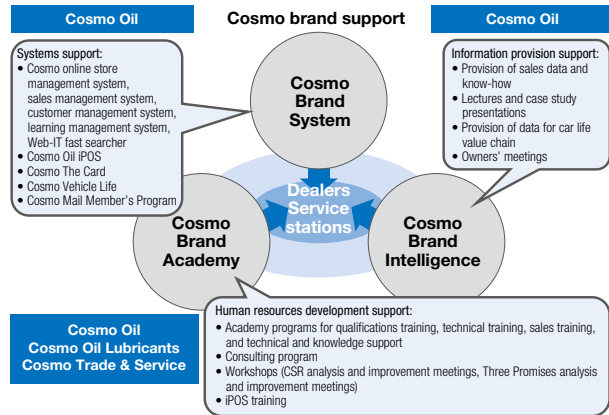
Brand Support Declaration

In fiscal 2011, the Cosmo Oil Group sought to enhance the appeal of the Cosmo Oil brand to customers through positive activities that meet customer needs. The Group has formulated a brand support statement that describes three specific strategies to support the Cosmo Oil brand. They are designed to encourage actions that fulfill the corporate mission of "Filling Up Your Hearts, Too" and secure a positive view of the brand among stakeholders.

Statement No. 1 Provide systems that support customer management and service station operations, as only the Cosmo brand can
 ⇒ **Cosmo Brand System**

Statement No. 2 Provide practical expertise backed by actual results
 ⇒ **Cosmo Brand Academy**

Statement No. 3 Develop products for the future and provide the latest retail data
 ⇒ **Cosmo Brand Intelligence**

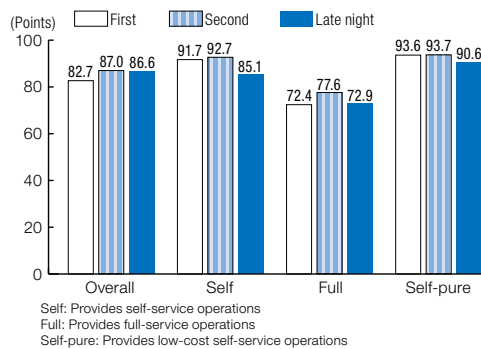


Service Evaluations Monitor Three Promises

The Cosmo Oil Group focuses intently on customer satisfaction. The Group surveys its customers to assess the level of comfort, peace of mind and trust provided by service stations and reviews the fulfillment of the Three Promises made to customers. In fiscal 2011, the Group implemented a late-night survey covering some 1,300 service stations with 24-hour operations. The survey results were provided to service stations as feedback to help improve retail services.

"Filling Up Your Hearts, Too" Declaration

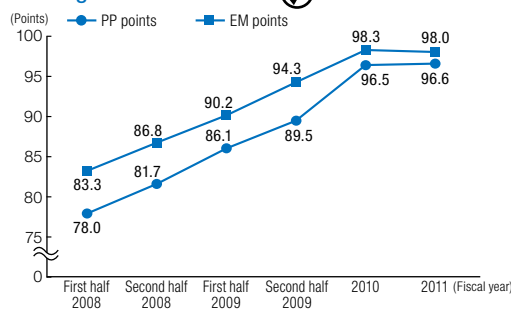
Service Evaluation Results



Survey of CSR at Service Stations

A strong commitment to CSR is essential for the Cosmo Oil Group to fulfill its social mandate of "Filling Up Your Hearts, Too." The Group conducts annual privacy policy (PP) surveys and environmental management (EM) surveys to check for regulatory compliance among service stations. The survey results are used to improve CSR performance. Some 1,350 service stations were surveyed in fiscal 2011.

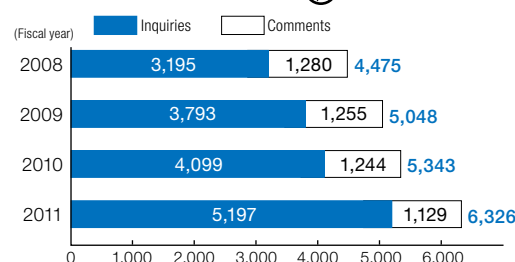
Average PP and EM Points



Ensuring Customer Support

The Cosmo Oil Group has established the Cosmo Oil Customer Center to facilitate greater interaction with customers. Since October 2010 the Center has been open to telephone inquiries 24 hours a day. Customer feedback is used to help improve service and business procedures.

Number of Customer Inquiries¹



1. Figures for fiscal 2010 are adjusted to exclude customer inquiries related to the Great East Japan Earthquake.