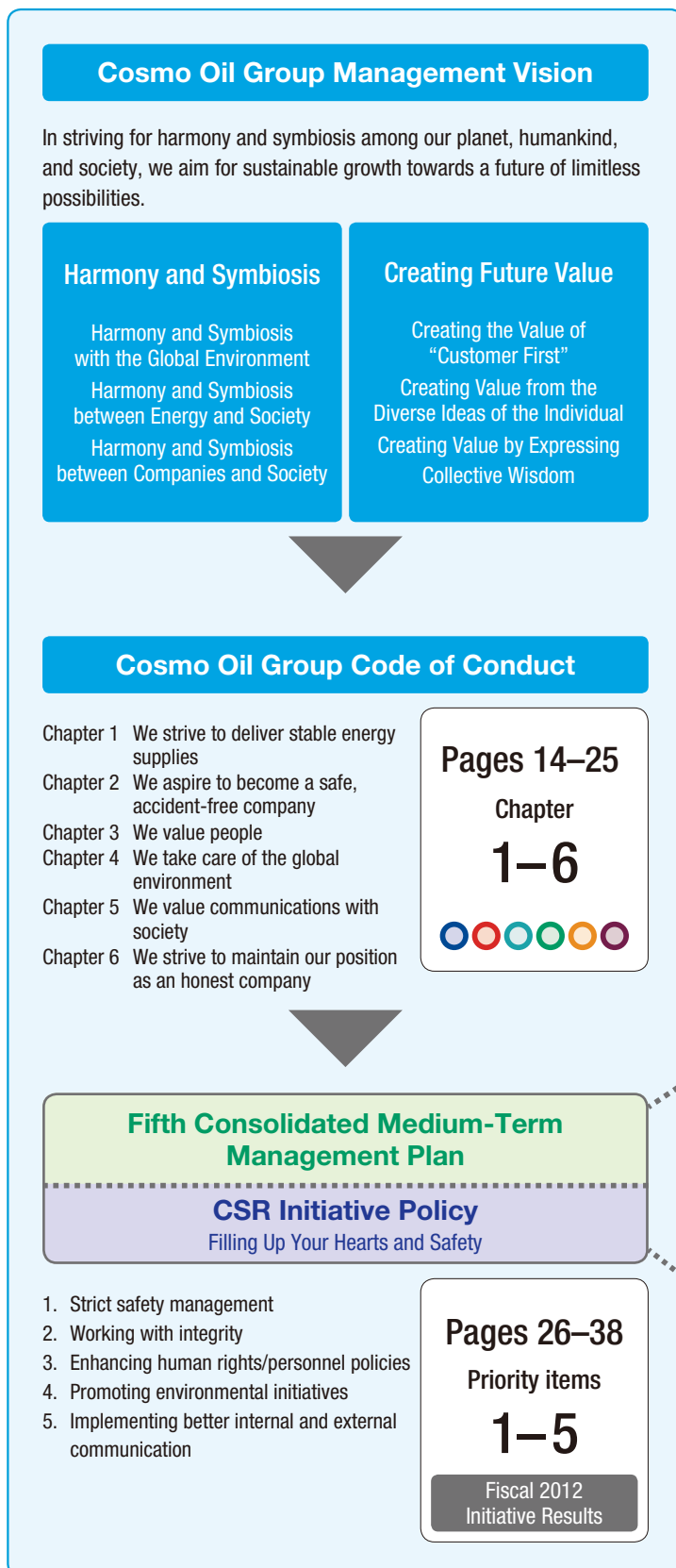


# CSR Initiatives of the Cosmo Oil Group

In order to realize the Management Vision of the Cosmo Oil Group, all employees are conscientiously engaged in CSR activities. CSR management is being promoted under the Consolidated Medium-Term Management Plan and the CSR Initiative Policy, based on the Cosmo Oil Group Code of Conduct.



## Fifth Consolidated Medium-Term Management Plan

The financial position of the Cosmo Oil Group deteriorated as a result of the Great East Japan Earthquake in March 2011 and an asphalt leak at the Chiba Refinery in June 2012. Under the Fifth Consolidated Medium-Term Management Plan (Fiscal 2013–2017), the Group intends to improve its position mainly by increasing profitability in the oil refining and marketing business, while working towards a resumption of dividend payments. Over the long term, the Group aims to become a vertically integrated global energy company that contributes to society.

1. See footnotes on page 4 for more information concerning the International Petroleum Investment Company (IPIIC) and Hyundai Oilbank, shown in the figure on the right.

## Consolidated Medium-Term Management Plan and CSR Initiative Policy

The Cosmo Oil Group had been promoting CSR activities based on Consolidated Medium-Term CSR Plans. In fiscal 2013, the name was changed to the CSR Initiative Policy (Fiscal 2013–2017): Filling Up Your Hearts and Safety. The Group will continue promoting CSR initiatives under this policy.

While promoting CSR management based on the Management Plan and CSR Initiative Policy, all employees of the Cosmo Oil Group perform their work conscientiously in order to realize the Management Vision and meet the expectations of society.

## Basic Policy

Five years to establish a solid business foothold for further expansion

Fiscal 2013

Fiscal 2014

Fiscal 2015

Fiscal 2016

Fiscal 2017

Sustainable growth through continuous innovation

Reposition the businesses and steer them toward growth

Improving financial position and resuming dividend payments to shareholders through increased profitability

Regain profitability in the oil refining and marketing sector

Secure stable income from investments made during the previous medium-term management plan

Further strengthen alliances with IPIC and Hyundai Oilbank<sup>1</sup>

Further enhance CSR management

Long-term goal

Vertically integrated global energy company

Management Vision: "Harmony and Symbiosis" and "Creating Future Value"

### Consolidated Medium-Term Management Plan

Cosmo Oil Group Code of Conduct

CSR Initiative Policy

Practical operations

Chapter 2 We aspire to become a safe, accident-free company

Chapter 6 We strive to maintain our position as an honest company

Chapter 1 Live up to customer expectations concerning reliability and satisfaction

Chapter 3 We value people

Chapter 4 We take care of the global environment

Chapter 5 We value communications with society

#### Highest priority items

1. Strict safety management

2. Working with integrity

#### Existing items

3. Enhancing human rights/personnel policies

4. Promoting environmental initiatives

5. Implementing better internal and external communication

Group companies and divisions

All Group employees

The Cosmo Oil Group strives to implement socially responsible management in order to contribute to society, based on the Cosmo Oil Group Code of Conduct and through group-wide efforts to achieve the goals set out under the Management Plan and the CSR Initiative Policy.