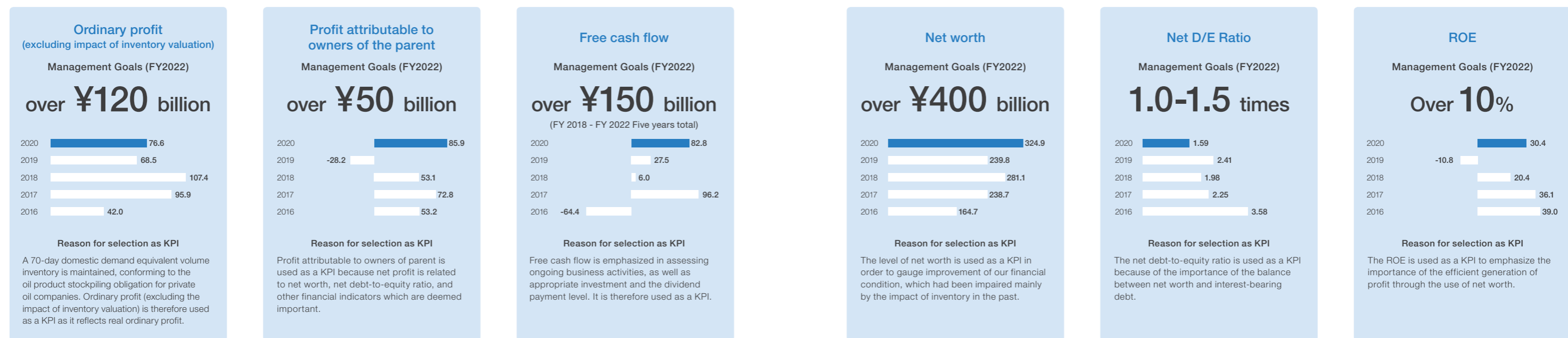
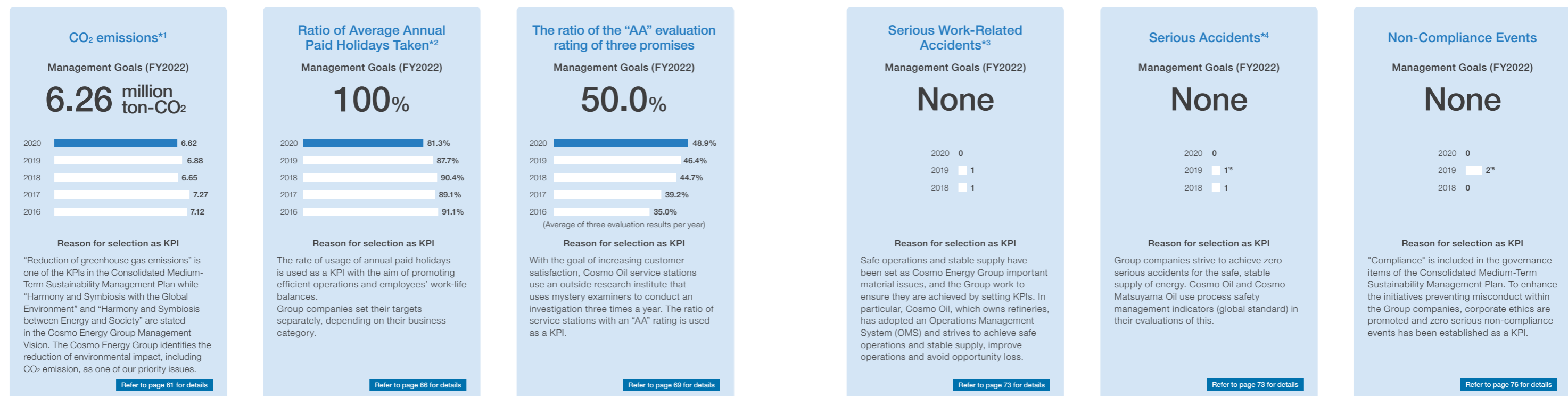


# Major Key Performance Indicators (KPI) Used as Targets

## Financial



## Pre-Financial



\*1 Definition and coverage: The petroleum and petrochemical segments, the renewable energy segment, and others of the Cosmo Energy Group, which operate under the Consolidated Medium-Term Sustainability Management Plan.

\*2 Definition and coverage: Employees, contract employees, and part-time employees of Cosmo Energy Holdings, Cosmo Energy Exploration & Production, Cosmo Oil, and Cosmo Oil Marketing are included. Those who were out of work during the entire term and those who retired during the term are excluded from the calculation.

\*3 Definition and coverage: Total work-related accidents that require and do not require time off from work. Accidents involve both directly-hired employees and those working at subcontractors of the 40 total companies, including Cosmo Energy Holdings, Cosmo Energy Exploration & Production, Cosmo Oil, Cosmo Oil Marketing, Maruzen Petrochemical, and other related companies.

\*4 A serious accident is an accident with a crisis level of A or S as defined in the Cosmo Energy Holdings Crisis Management Regulations.

\*5 In FY2019, one serious accident was also counted as a non-compliance event.