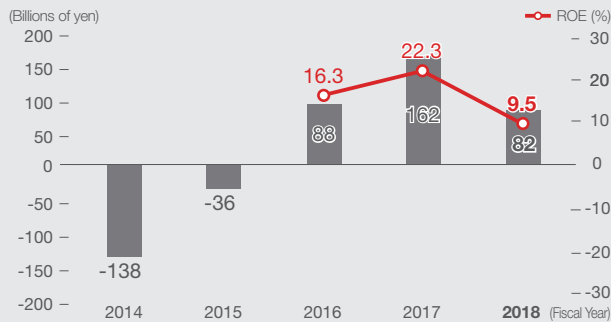


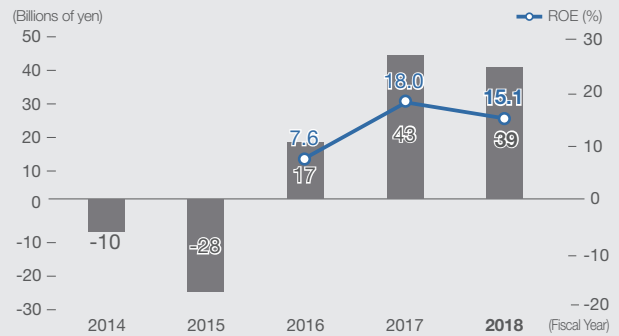
Financial Highlights

Net Income/ROE

Idemitsu

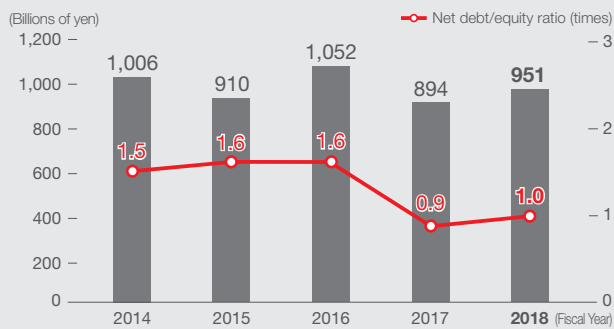


Showa Shell

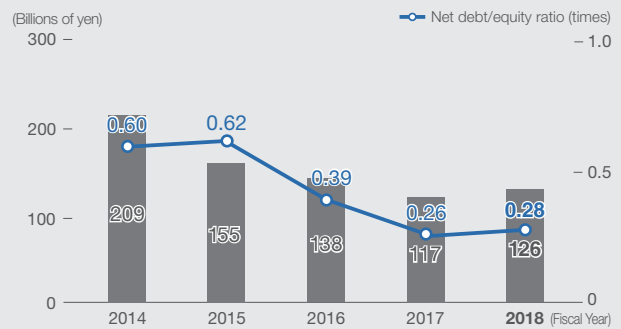


Interest-Bearing Debt and Net Debt/Equity Ratio

Idemitsu

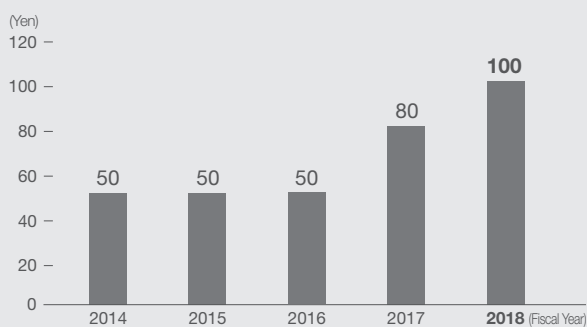


Showa Shell

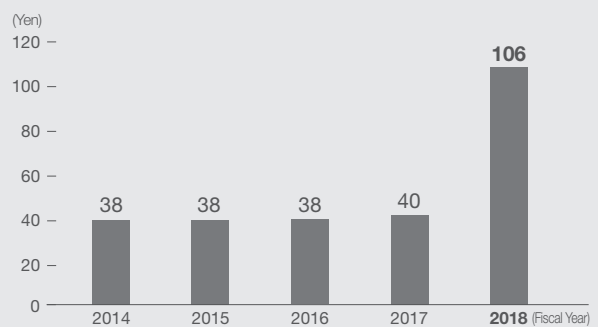


Cash Dividends per Share

Idemitsu

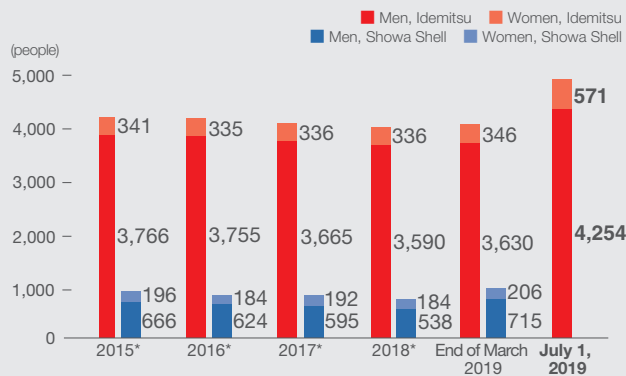


Showa Shell



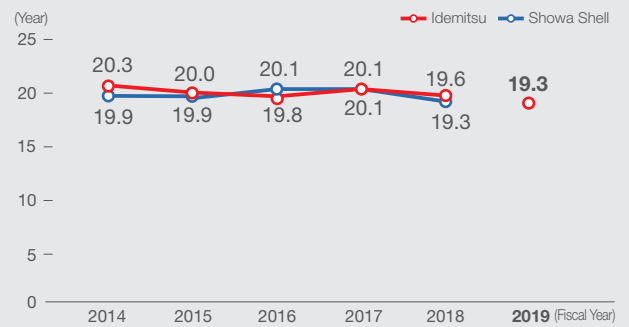
Non-Financial Highlights

Trend of Employees by Gender



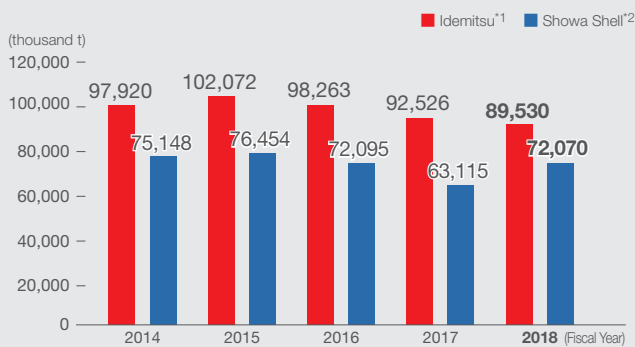
* Idemitsu's performance at the end of March
* Showa Shell's performance at the end of December

Trend of Average Years Employed



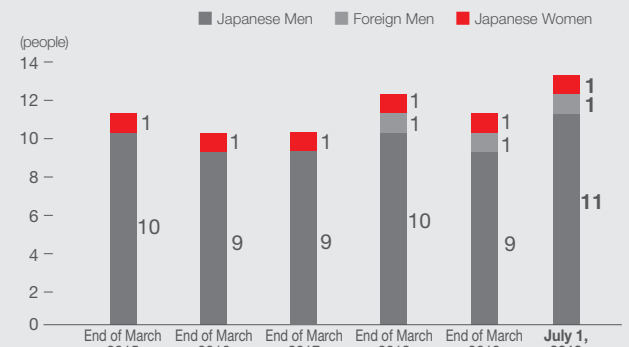
* The data for FY2019 is as of July 1, 2019 and cover Idemitsu's hiring (including employees seconded from Showa Shell and seconded to other companies).
* Idemitsu's data in FY2014 to 2018 are as of the end of March of each following year.
* Showa Shell's data in FY2014 to 2018 are as of the end of December.

Trend of CO₂ emissions

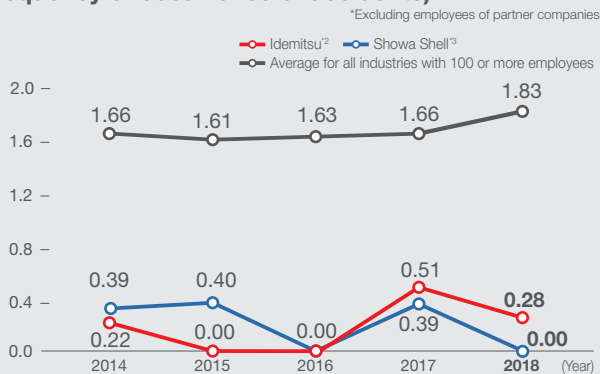


*1 Scope of Idemitsu data collection: extraction + crude oil procurement and import + domestic manufacturing + domestic transportation + domestic sales + consumption
*2 Scope of Showa Shell data collection: crude oil procurement and import + domestic manufacturing (petroleum refining and other production) + domestic transportation and storage + domestic sales + consumption

Trend of Diversity of Board of Directors (Idemitsu)



Trend of Frequency Rate^{*1} (Frequency of occurrence of accidents)



*1 Number of fatalities and injuries due to work-related accidents per 1 million hours of actual work
*2 Idemitsu's data collection covers the Hokkaido Refinery, Chiba Complex, Aichi Refinery, Tokuyama Complex, Prime Polymer Co., Ltd. Anesaki Works, BASF Idemitsu Co., Ltd.
*3 Showa Shell's data includes Showa Yokkaichi Sekiyu Co., Ltd., TOA Oil Co., Ltd., and Seibu Oil Co., Ltd.

Trend of Severity Rate^{*1} (Degree of severity of accidents)



*1 Number of lost working days per 1,000 hours of actual work
*2 Idemitsu's data collection covers the Hokkaido Refinery, Chiba Complex, Aichi Refinery, Tokuyama Complex, Prime Polymer Co., Ltd. Anesaki Works, BASF Idemitsu Co., Ltd.
*3 Showa Shell's data includes Showa Yokkaichi Sekiyu Co., Ltd., TOA Oil Co., Ltd., and Seibu Oil Co., Ltd.