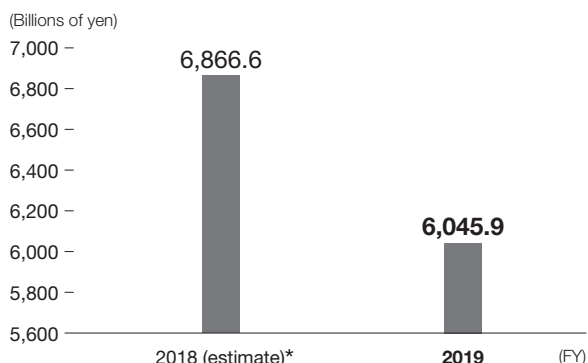


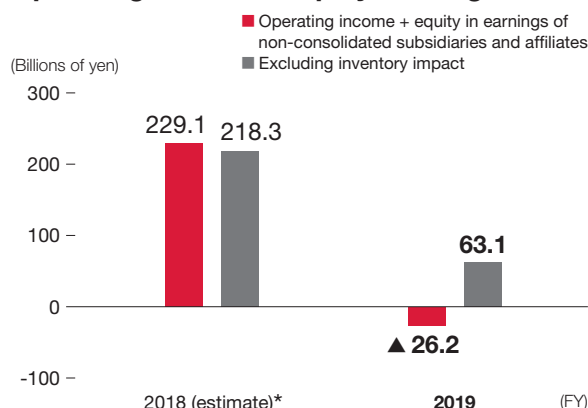
Financial Highlights

Net Sales



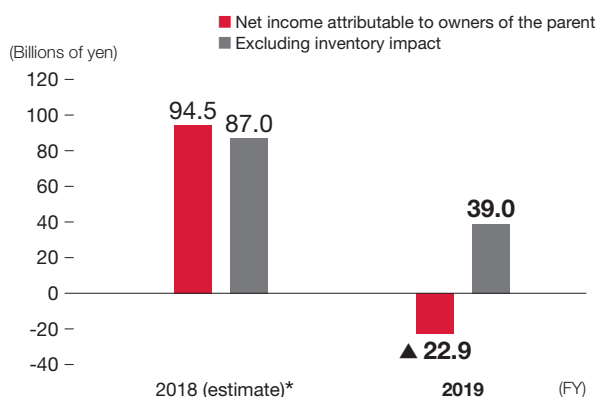
* The figure for FY2018 is an approximate value based on the sum of currently available operating result data for the two pre-merger companies for the April 2018 – March 2019 period.

Operating Income + Equity Earnings



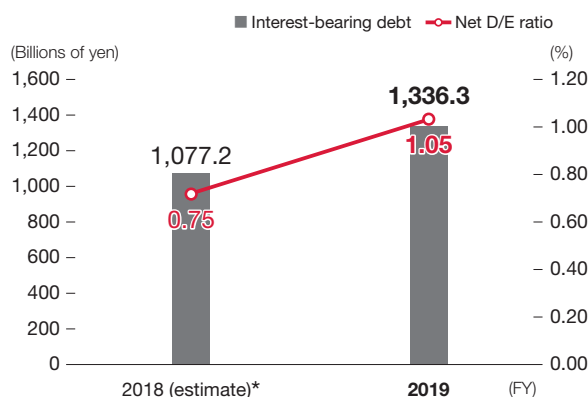
* Figures for FY2018 are approximate values based on the sum of currently available operating result data for the two pre-merger companies for the April 2018 – March 2019 period.

Net Income Attributable to Owners of the Parent



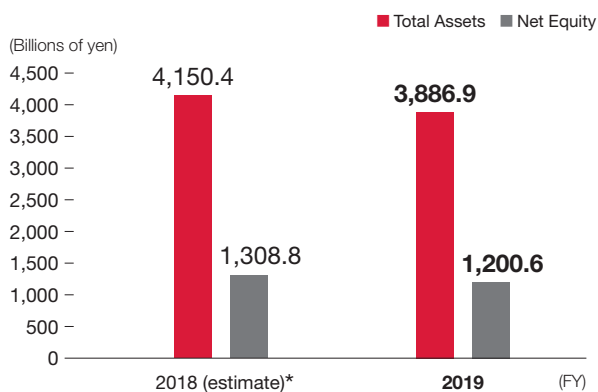
* Figures for FY2018 are approximate values based on the sum of currently available operating result data for the two pre-merger companies for the April 2018 – March 2019 period.

Interest-Bearing Debt / Net D/E Ratio



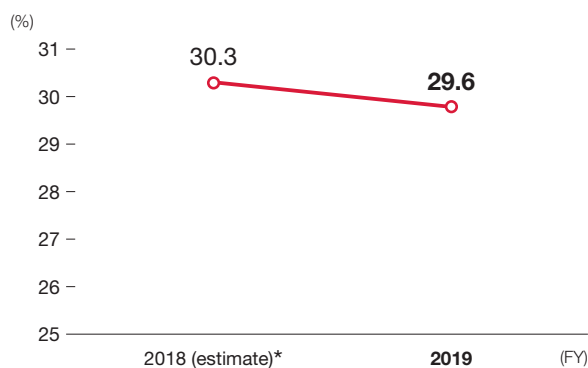
* Figures for FY2018 are calculated in reference to balance sheet data as of April 1, 2019.

Total Assets/ Net Equity



* Figures for FY2018 are calculated in reference to balance sheet data as of April 1, 2019.

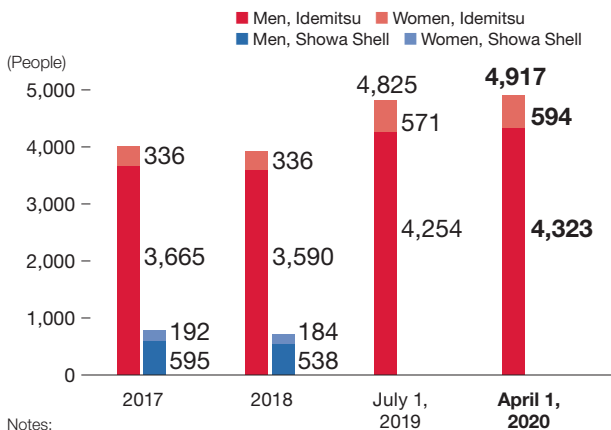
Shareholders' Equity Ratio



* The figure for FY2018 is calculated in reference to balance sheet data as of April 1, 2019.

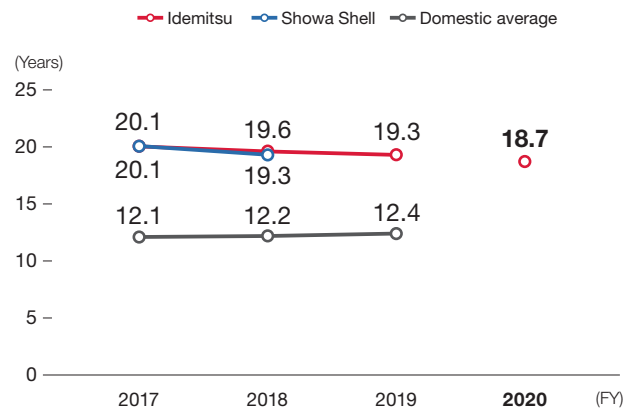
Non-Financial Highlights

Trend in Employee Composition by Gender



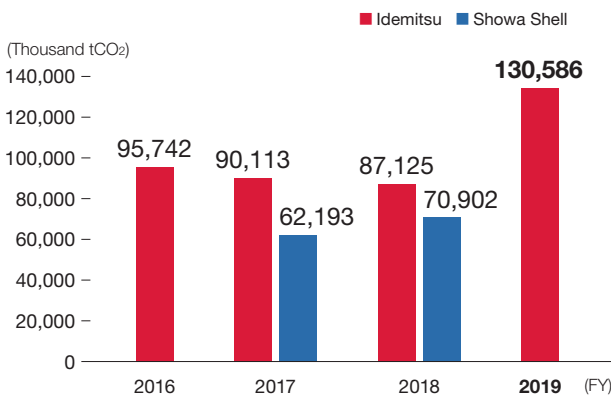
Notes:
 1.Data for 2020 is for Idemitsu hiring (Employees, seniors, re-employed, full-time contract employees, and advisors) and excludes employees seconded to other companies.
 2.With regard to data for 2017 to 2019, Idemitsu and Showa Shell are as of March 31 and December 31, respectively.

Trend in Average Years Employed



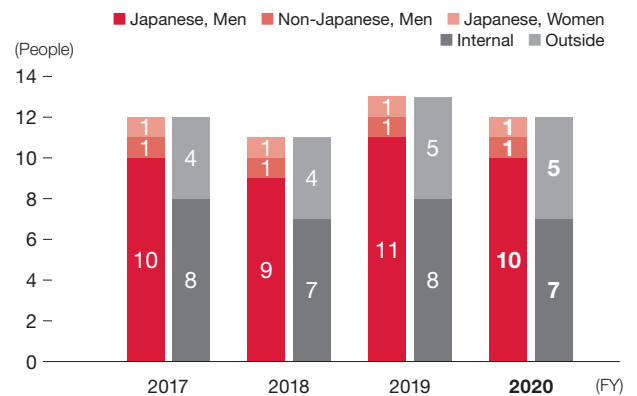
Notes:
 1.Data for 2020 is for Idemitsu hiring (Employees, seniors, re-employed, full-time contract employees, and advisors) and excludes employees seconded to other companies.
 2.Data for FY2019 is as of July 1, 2019.
 3.Idemitsu's data for FY2017 to 2019 is as of March 31, 2018, 2019 and 2020. Showa Shell's data for FY2017 to 2018 is as of December 31, 2017 and 2018.
 4.Figures presented as domestic averages are cited from National Tax Agency's Statistical Survey of Actual Statistics for Salary in the Private Sector.

Trend in CO₂ Emissions (Scope 1, 2 and 3)

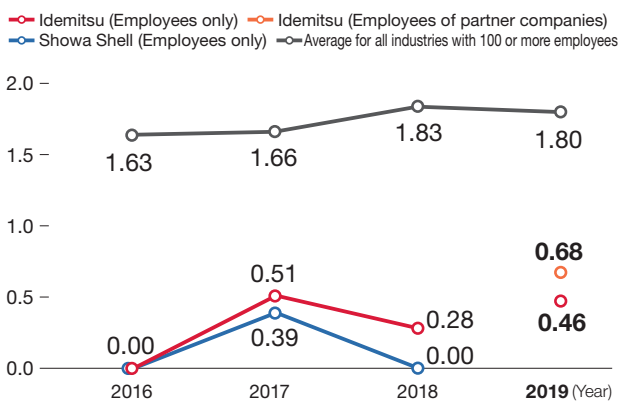


Notes:
 1.Data for FY2019 is for Idemitsu Kosan Co.,Ltd. and its consolidated subsidiaries.
 2.Data compilation methods have been revised in conjunction with business integration. Accordingly, data for FY2019 is not consistent with data for FY2018 or preceding fiscal years.
 3.Data for FY2016 regarding CO₂ emissions from Showa Shell business sites is not publicly disclosed.
 4.In line with a change in the end of fiscal year, Showa Shell's FY2018 data is based on emissions during the 15-month period from January 1, 2018 to March 31, 2019.

Trend in Board of Directors' Diversity

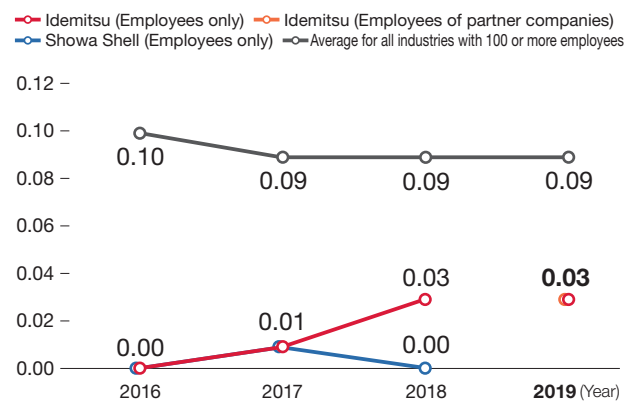


Trend in Occupational Accidents Frequency Rate (Accident incidence frequency)



Notes:
 1.The frequency rate refers to the number of fatalities and injuries due to occupational accidents per 1 million hours of actual work.
 2.Data for 2019 is based on accidents reported by Hokkaido Refinery, Chiba Complex, Aichi Refinery, Tokuyama Complex, Prime Polymer Co., Ltd. Anesaki Works, BASF Idemitsu Co., Ltd., Showa Yokkaichi Sekiyu Co., Ltd., TOA Oil Co., Ltd. and Seibu Oil Co., Ltd.
 3.Figures presented as averages for all industries with 100 or more employees are cited from the Ministry of Health, Labour and Welfare's Survey on Industrial Accidents.

Trend in Severity Rate (Degree of Accident Severity)



Notes:
 1.The severity rate refers to the number of lost working days due to absences attributable to occupational accidents per 1,000 hours of actual work.
 2.Data for 2019 is based on accidents reported by Hokkaido Refinery, Chiba Complex, Aichi Refinery, Tokuyama Complex, Prime Polymer Co., Ltd. Anesaki Works, BASF Idemitsu Co., Ltd., Showa Yokkaichi Sekiyu Co., Ltd., TOA Oil Co., Ltd. and Seibu Oil Co., Ltd.
 3.Figures presented as averages for all industries with 100 or more employees are cited from the Ministry of Health, Labour and Welfare's Survey on Industrial Accidents.