



## Our Initiatives to Counter Fallout from the COVID-19 Pandemic

In addition to preventing the spread of COVID-19, our company is leveraging its overall strengths to maintain a stable supply of petroleum products, energy, and materials that are essential to economic and social activities.

Placing the utmost emphasis on ensuring the safety of customers, employees, business partners, and all other stakeholders, we will take a flexible approach to securing business continuity and contributing to society.

### List of Initiatives Undertaken by the Idemitsu Group

Scope	Details
<b>The entire Idemitsu Group</b>	<p>We established the Emergency Task Force Headquarters in February 2020 and have been continuously operating it as of November 2020. The headquarters engages in comprehensive discussions covering such matters as preventing the spread of infection and maintaining the stability of the product supply as well as all other necessary measures relevant to the Idemitsu Group.</p>
<b>Ensuring the stable supply of products</b>	<p>We have implemented the following initiatives to maintain a stable product supply in a way that ensures customer safety and security.</p> <p><b>Initiatives at service stations</b></p> <ul style="list-style-type: none"> <li>■ Confirming the health of service station staff on a daily basis by, for example, monitoring body temperature and encouraging frequent hand washing and hand sanitizer use</li> <li>■ Enforcing the general rule of wearing a mask while on duty (with the aim of preventing heatstroke among service station staff, they were allowed to take off their masks in the summer on occasions when sufficient distance from customers could be maintained)</li> <li>■ Regularly disinfecting the nozzles, touch panels, and indoor spaces frequented by customers</li> <li>■ Distributing sanitation goods to service stations from May 2020 onward</li> </ul> <p><b>Initiatives in the logistics chain</b></p> <ul style="list-style-type: none"> <li>■ Confirming the health of drivers on a daily basis by, for example, monitoring body temperature and encouraging frequent hand washing and hand sanitizer use</li> <li>■ Enforcing the general rule of wearing a mask while on duty (with the aim of preventing heatstroke among drivers, they were allowed to take off their masks in the summer on occasions when sufficient distance from others could be maintained); drivers were also instructed to remain conscious of social distancing in the course of loading and unloading fuel oil at service stations.</li> </ul> <p><b>Initiatives at refineries and complexes</b></p> <ul style="list-style-type: none"> <li>■ Confirming the health of employees on a daily basis by, for example, monitoring body temperature and encouraging frequent hand washing and hand sanitizer use</li> <li>■ Enforcing a general rule of wearing a mask while on duty</li> <li>■ Installing partitions on an as-necessary basis to prevent the spread of virus in offices</li> <li>■ Encouraging employees to frequently gargle while periodically ventilating operational spaces and disinfecting handrails, door knobs and other areas used by unspecified individuals</li> <li>■ Checking the body temperatures of visitors via the use of non-contact thermometers and otherwise confirming their health, with individuals registering a fever (37.5°C or above) being denied entry into our facilities</li> </ul>
<b>Securing employee safety</b>	<p><b>Encouraging or instructing employees to work from home</b></p> <ul style="list-style-type: none"> <li>■ We allow employees whose duties can be executed remotely to work at home as general rule. We also introduced flexible working hours and removal of core time that had been imposed on employees who already use flexible working hours.</li> <li>■ Pursuing targets set for the ratio of employees commuting to our facilities (by area and job category) in light of changes in COVID-19 infection rates <ul style="list-style-type: none"> <li>■ From April to June 2020: All employees were asked to work from home in principle</li> <li>■ July 2020: Curb the ratio of employees who commute to our facilities to below 50%</li> <li>■ From August to mid-September 2020: Curb the ratio to below 30%</li> <li>■ From mid-September to mid-November 2020: Curb the ratio to below 50%</li> <li>■ From late November 2020 onward: Curb the ratio to below 30%</li> </ul> </li> <li>■ Established guidelines for online communications and meetings to promote novel working styles</li> <li>■ Purchased additional computers and other terminals while augmenting network servers</li> <li>■ Held training sessions and meetings (Board of Directors meetings, executive training, overseas branch manager meetings, etc.) online</li> </ul> <p><b>Initiatives for employees who have to commute to our facilities</b></p> <ul style="list-style-type: none"> <li>■ Distributing masks for use while commuting or on duty</li> <li>■ Ensuring hand sanitizers are always available at office entrances</li> <li>■ Placing marks on such places as the floors of meeting rooms, dining halls and other facilities used by a large number of employees to help secure social distancing</li> <li>■ Certain employees who cannot work from home but are forced to stay home due to the nature of their work duties, are exempt from wage cuts</li> </ul> <p><b>Initiatives for employees who strive to strike a balance between duties and child rearing and/or nursing care</b></p> <ul style="list-style-type: none"> <li>■ Certain employees who have to shorten their working hours due to compelling family reasons, such as the need to take care of their child at home because of the shutdown of schools or childcare facilities and/or the need to take on nursing care, are exempt from wage cuts</li> <li>■ Flexibly accommodating requests from employees who wish to extend childcare leave, giving due consideration to the nature of their work duties and/or extraordinary circumstances when childcare facilities request that children not attend</li> </ul> <p><b>Initiatives to maintain the mental and physical health of employees</b></p> <ul style="list-style-type: none"> <li>■ Began distributing useful tips on health maintenance via the intranet portal for those working from home</li> <li>■ Held seminars for line managers aimed at helping them maintain staff health</li> </ul>
<b>Adjusting our approach to recruiting activities</b>	<ul style="list-style-type: none"> <li>■ Switched physical jobseeker briefings for university students to online seminars from March 2020</li> <li>■ Introduced web-based interviews and otherwise incorporated non face-to-face methods that provide jobseekers with opportunities to deepen their understanding of our company in the course of selection process</li> </ul>
<b>Contributing to society</b>	<p>Idemitsu Unitech produced 30,000 faceguards using its products and donated them to Himeji City, Hyogo Prefecture and other municipalities</p>