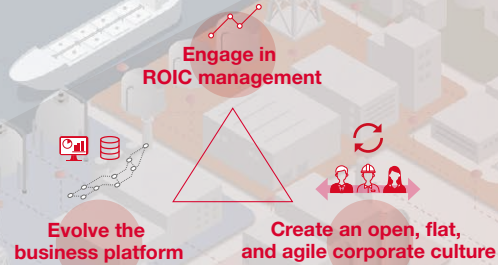


Our Path to 2050

We seek to be truly inspired, change our corporate structure, and achieve carbon neutrality by 2050.

Basic strategy towards 2030



2030 vision

Your Reliable Partner for a Brighter Future

- Responsibility to protect the environment and lifestyles:
- Responsibility to support regional communities:
- Responsibility to provide for society with technological capabilities:

FY2030 Management Targets

**FY2030**  
 Operating + equity income **¥250 bn**  
 (excl. inventory impact)

ROIC **7%**

CO<sub>2</sub> reduction (Scope1+2)  
**- 4 million t**

Note: Compared with FY2017 and includes Group refineries

2050

Portfolio evolution for the future

Advanced materials  
 Next-generation mobility & community

Energy/material transition

Petroleum, basic Chemicals → Renewable energy, biomass, synthetic fuel, hydrogen ammonia, biochemical recycling/circular

Our Strive for Carbon Neutrality

We aim to achieve carbon neutrality (net zero CO<sub>2</sub> emission) from in house operations (Scope1+2) by 2050

Reduction of CO<sub>2</sub> emissions across the entire value chain

**Segment**

Petroleum  
 Basic Chemicals  
 Functional Materials  
 Power and Renewable Energy  
 Resources

**FY2020**

**Management indicators**

Operating + equity income **¥92.8 bn**  
 (excl. inventory impact)

ROIC **3%**

Foundation Underpinning Value Creation

Management Philosophy

Truly inspired

Principles of management

人間尊重

Changes in the External Environment

- Low-carbon society and decarbonization
- Structural changes to energy demand
- Rapidly aging society
- Technological advancements
- Changing lifestyles