

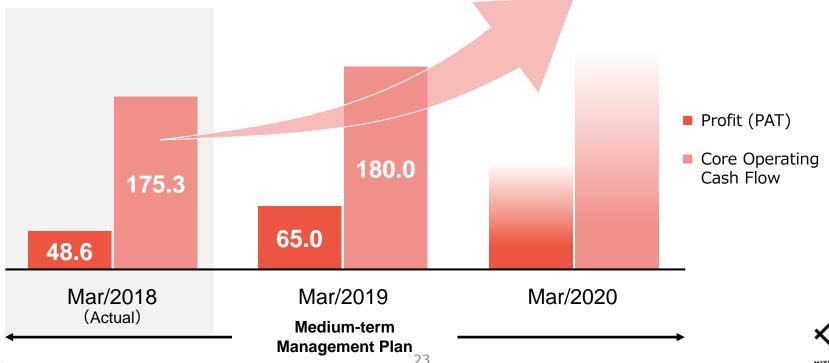






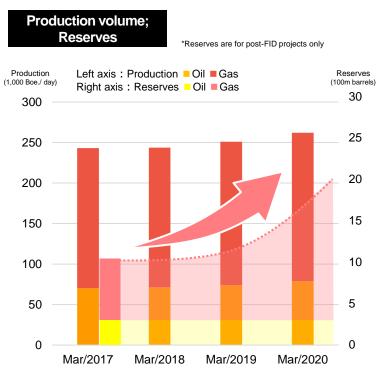
Quantitative targets Profit(PAT)/Core Operating Cash Flow

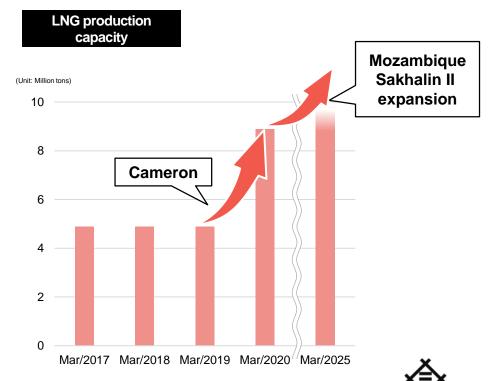
Unit: ¥bn



Competitive advantages

Equity share of crude oil & gas production and reserves; LNG production capacity





Business Environment

Energy demand will increase along with economic and population growth

Fossil fuels

Main source of primary energy for some time

Crude Oil

There are scenarios that anticipate crude oil demand to reach a plateau between 2030-2040

Gas

Strong growth of demand over a protracted period

Non-fossil fuels/ Renewable energy

Growing needs of society

Lower cost resulting in

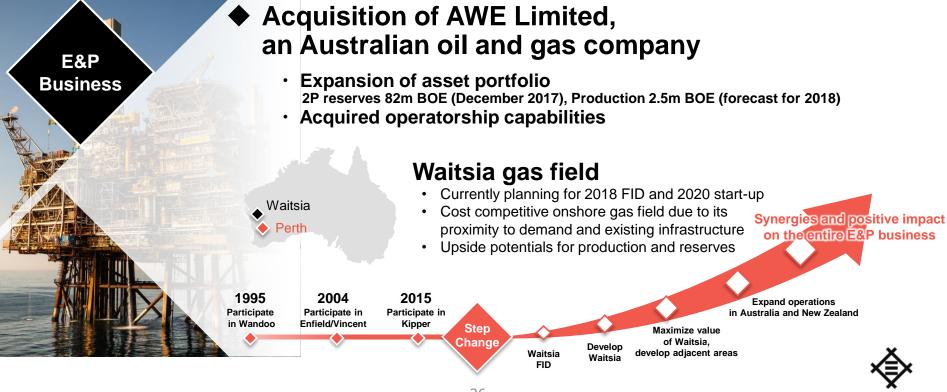
market penetration

Manage asset portfolio with emphasis on long-term view Further expansion of gas business

Initiatives related to new and renewable energy



1 Build a competitive upstream asset portfolio



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LNG Business

Mozambique Area1

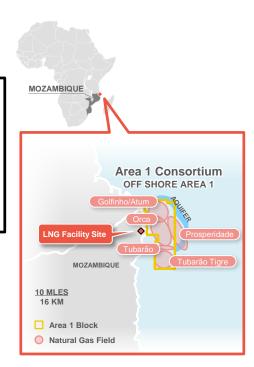
Top-class Resources

Approximately **75tcf**– this amounts to **over 15 years' worth** of natural
gas consumption in Japan

Restrained entry cost

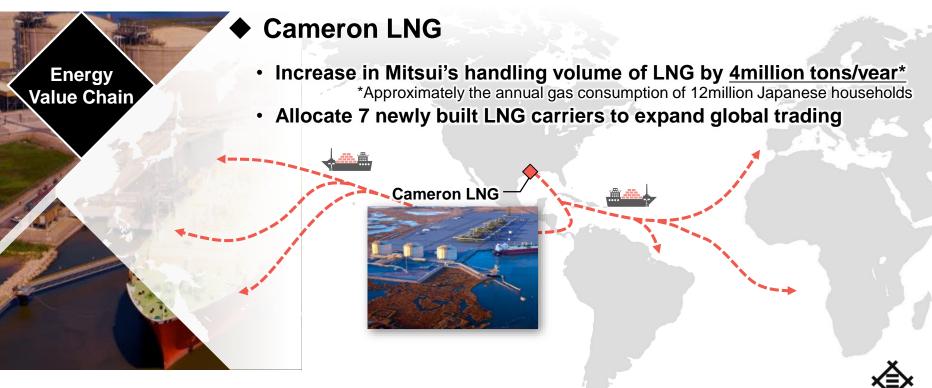
Participation from the exploration stage (approx. 10 years ago)

- Plan to start production at a capacity of 12million tons/year from the early 2020s, potential for further expansion.
- Expect to be a major LNG supply base, contributing to profit in the long-term.





2 Develop a mid/downstream energy value chain



Projects in the Pipeline

