4 Challenge 3: Transformation of the LNG value chain

- We will create and provide the various types of value from trading, production and power generation, networks, and customer solutions.
- We will Crystallize the business expertise accumulated up to now and Explore new
 domains in order to expand the customers base for whom value is created and provided, and
 maximize each of the functions of the LNG value chain.

Production & power Trading Networks Customer solutions generation Pursuit of "safety, security and reliability" through diverse procurement, increased resilience Persistent improvement in productivity and cost efficiency through innovation of work processes Stable, inexpensive Streamlining and Achievement of Deepening of the "last mile" services*** increased efficiency for pipeline maintenance and flexible world-class digitalized purchasing through terminals the use of AOT* work Use of digital technologies (Al and IoT) Explore Global deployment of "Energy as a Service" to Construction of LNG Full-fledged Deployment of new expand the domains in deployment of services, including receiving terminals, which value is provided LNG and power those that utilize smart power plants. in daily life and meters trading engineering and businésses****

Expand the customer base for whom value is created and provided

For markets, energy providers and service providers

Customers in the Tokyo metropolitan area

Nationwide and internationally

- * AOT: Asset Optimization & Trading (use of digital technology for optimal linkage of LNG transactions, LNG vessels and receiving terminals)
- ** O&M: Operation & maintenance
- *** Last mile: Site operations that require human intermediation in the final process of the value chain.
 - * Energy as a Service: Sale not of energy alone but of a menu of services combining energy, equipment, control technologies and maintenance, etc.