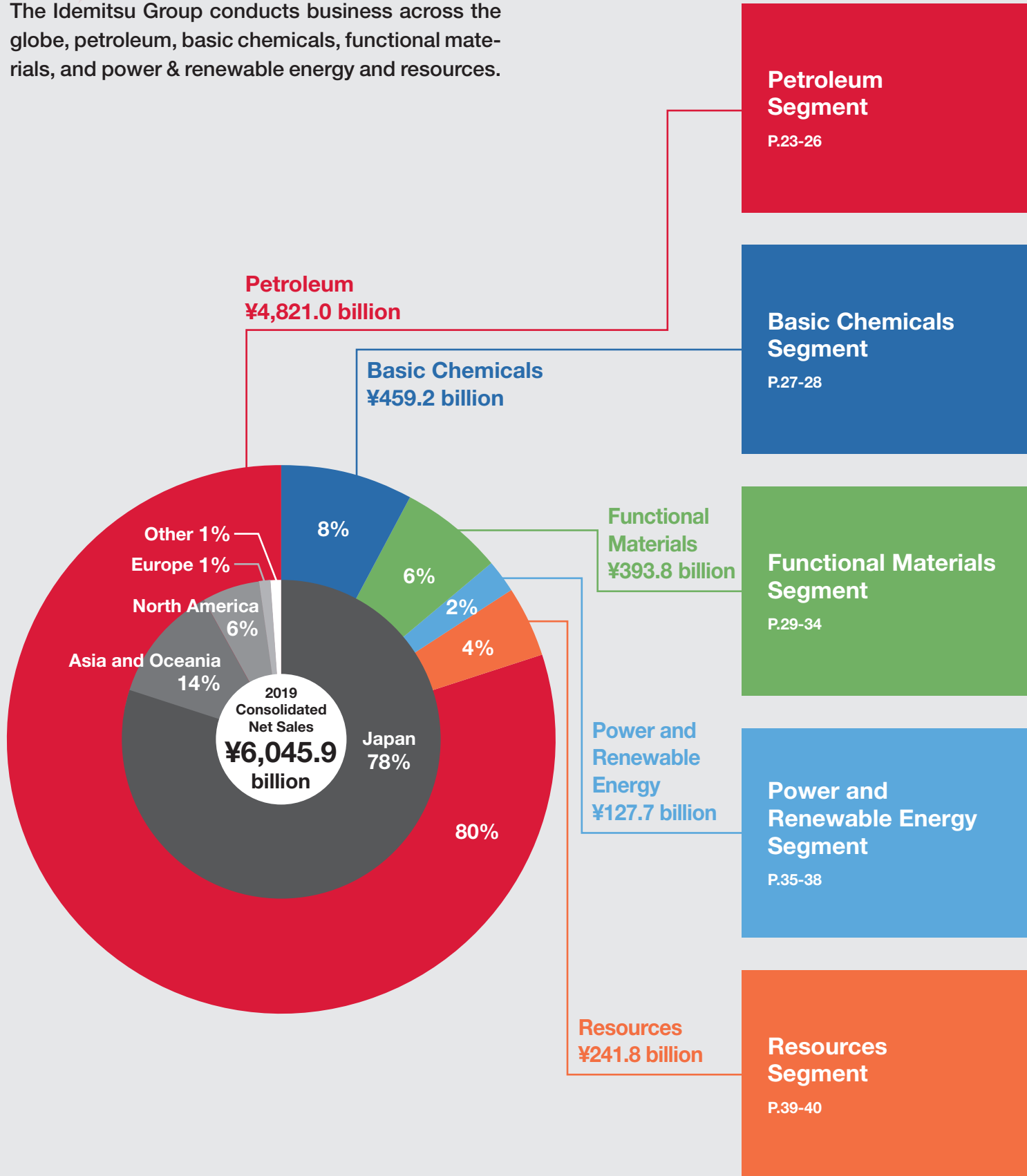


# Review of Operations

The Idemitsu Group conducts business across the globe, petroleum, basic chemicals, functional materials, and power & renewable energy and resources.





- Procurement of crude oil and refining of petroleum products
- Sale of gasoline, diesel oil, kerosene, and automotive lubricants to service stations
- Sale of industrial kerosene, diesel oil, and heavy oil
- Sale of aviation and marine fuel
- Operation of hydrogen stations



- Manufacture and sale of olefins (ethylene, propylene, butadiene), aromatics (benzene, styrene monomer, mixed xylene, paraxylene), and other chemicals



- R&D, manufacture, and sale of automotive lubricants, industrial lubricants, marine lubricants, and grease
- R&D, manufacture, and sale of engineering plastic, adhesive materials, derivative products, and solvents
- R&D, manufacture, and sale of electronic materials such as OLED
- R&D, manufacture, and sale of high-performance asphalt (bitumen)
- R&D, manufacture, and sale of microbial pesticides, soil amendments, and livestock-related materials
- R&D of solid-state lithium-ion battery materials



- Operation of highly efficient thermal power plants
- Development and operation of renewable energy sources, including solar, wind, and biomass power plants
- Supply, wholesale, and retail of electric power in Japan
- R&D and manufacture of CIS thin-film solar modules and sale of solar power systems



- Exploration, development, and production of oil and gas
- Production and sale of coal
- Operation of geothermal power plants, supply and sale of electric power and steam
- Production and sale of uranium