



ENEOS

The 41st JCCP International Symposium

Leaders Panel – 2 “Leadership and Human Resources Development responding to management strategies upon transformation”

ENEOS Future Business Projection & Strategic Human Resources Development for new era

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Agenda

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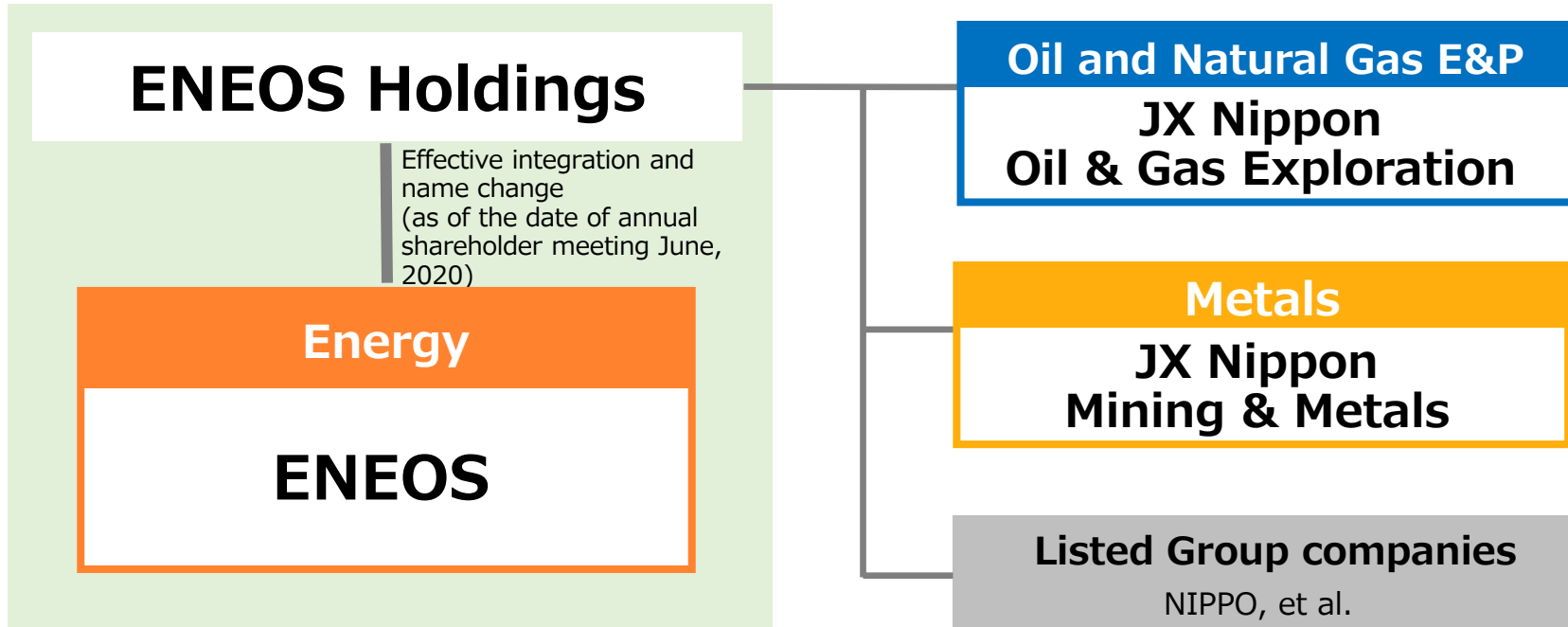
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I . ENEOS Group Overview

About the New ENEOS Group

Aiming to become one of the most prominent and internationally competitive energy and materials company groups in Asia



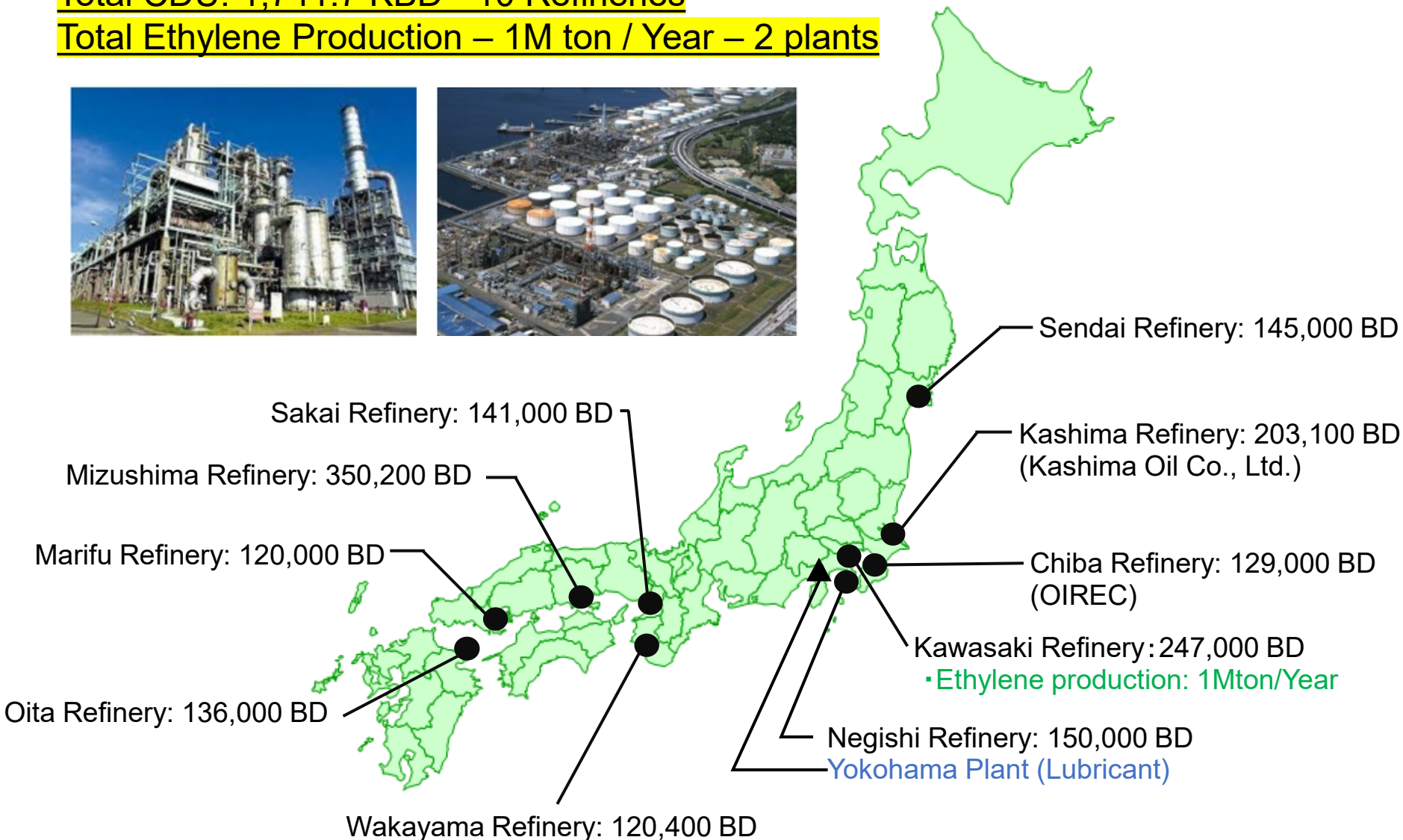
Reasons for Changes to the Group Management Structure

- ❑ To accelerate decision-making and execution of our business in a rapidly changing business environment
- ❑ To develop growth businesses and pursue creation of new businesses by utilizing the highly recognized brand name, ENEOS

Location / Capacity of ENEOS Refineries

Total CDU: 1,741.7 KBD - 10 Refineries

Total Ethylene Production – 1M ton / Year – 2 plants



II . ENEOS Future Business Projection

Scenario in 2040



Low-carbon, recycling-oriented society



Mass introduction of **renewable energy**

EV, used for **car sharing** and **energy storage**, replaces gasoline and diesel cars

Distributed energy resources with **energy storage**

Recycling technology and infrastructure for metals and plastic in place

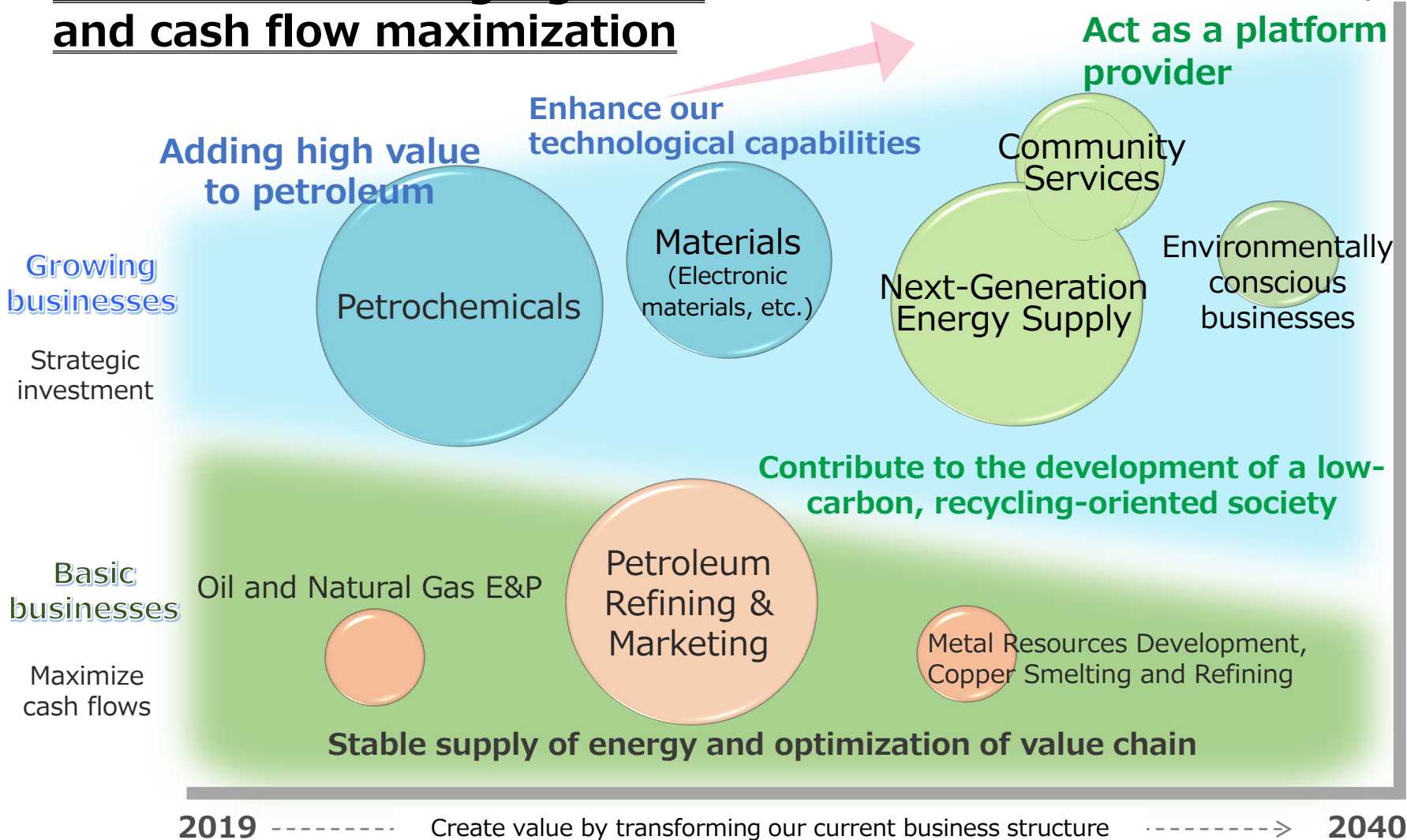
Various service providers help people enjoy a more comfortable life

Overview of Our Future Businesses to 2040

Bubbles show 2040 business portfolio image

Pursue both strategic growth and cash flow maximization

Expectation



Carbon Neutrality Plan (Target Setting & Definition)

Global Movement	Domestic Movement
<ul style="list-style-type: none"> ✓ IPCC¹ released “Special Report on Global Warming of 1.5°C” ✓ “Glasgow Climate Pact” adopted at COP26 ✓ Advances in creation of mechanism for SBTi² Criteria and Recommendations 	<ul style="list-style-type: none"> ✓ “Declaration of Carbon Neutrality by 2050” announced ✓ “The Sixth Strategic Energy Plan” approved by the Cabinet ✓ Interim report on long-term road map for CCS announced

		Carbon Neutrality Plan	Announced in May 2020 (Reference) Environmental Vision
Target Setting	FY2030	Scope 1,2 <u>46% reduction in net CO₂ emissions</u> <div style="border: 1px dashed gray; padding: 2px; display: inline-block;">Adjusting to the government target</div>	—
	FY2040	Scope 1,2 Carbon neutrality (Net zero CO ₂ emissions) <div style="border: 1px dashed gray; padding: 2px; display: inline-block;">Adjusting to the government target</div>	Realization of carbon neutrality for own emissions
	FY2050	Scope 1,2 Carbon neutrality (Net zero CO ₂ emissions) Scope 3 <u>Aiming for realization of carbon neutrality in step with the government and other companies</u>	—
Definition	Target Management	The amount of CO ₂ emissions ³	CO ₂ reduction amounts ⁴
	CO ₂ Removal Measures	<u>Counting only “measures for directly removing CO₂”</u>	Counting “sales of renewable energy” and “eco-friendly products”

¹ Intergovernmental Panel on Climate Change

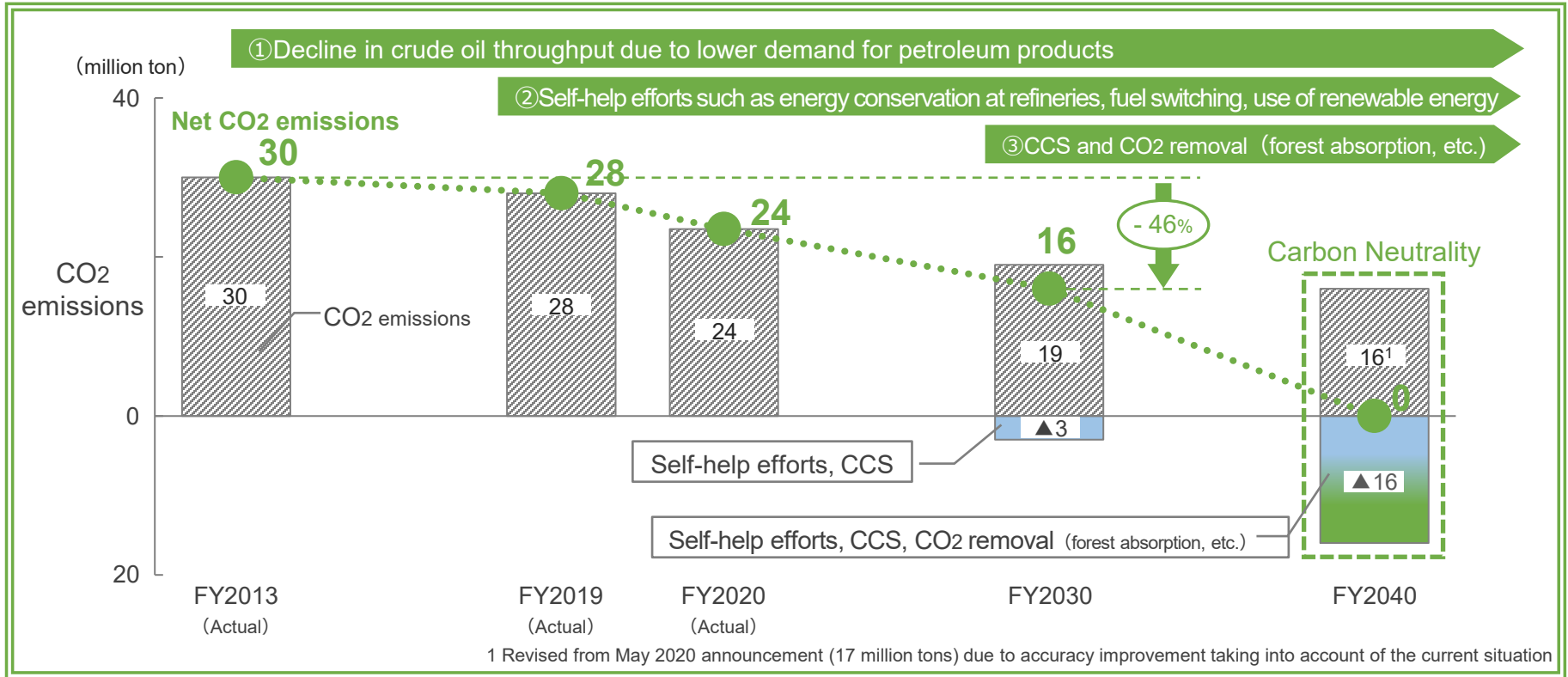
² Science Based Targets initiative: initiatives for establishing reduction targets through scientific expertise

³ Base Year : FY2013 ⁴ Base Year : FY2009

Carbon Neutrality Plan

Scope
1, 2

- ✓ In order to achieve 46% reduction in CO₂ emissions, we aim to start CCS businesses by the end of FY2030.
- ✓ Realization of carbon neutrality through self-help efforts, CCS and CO₂ removal (forest absorption, etc.)

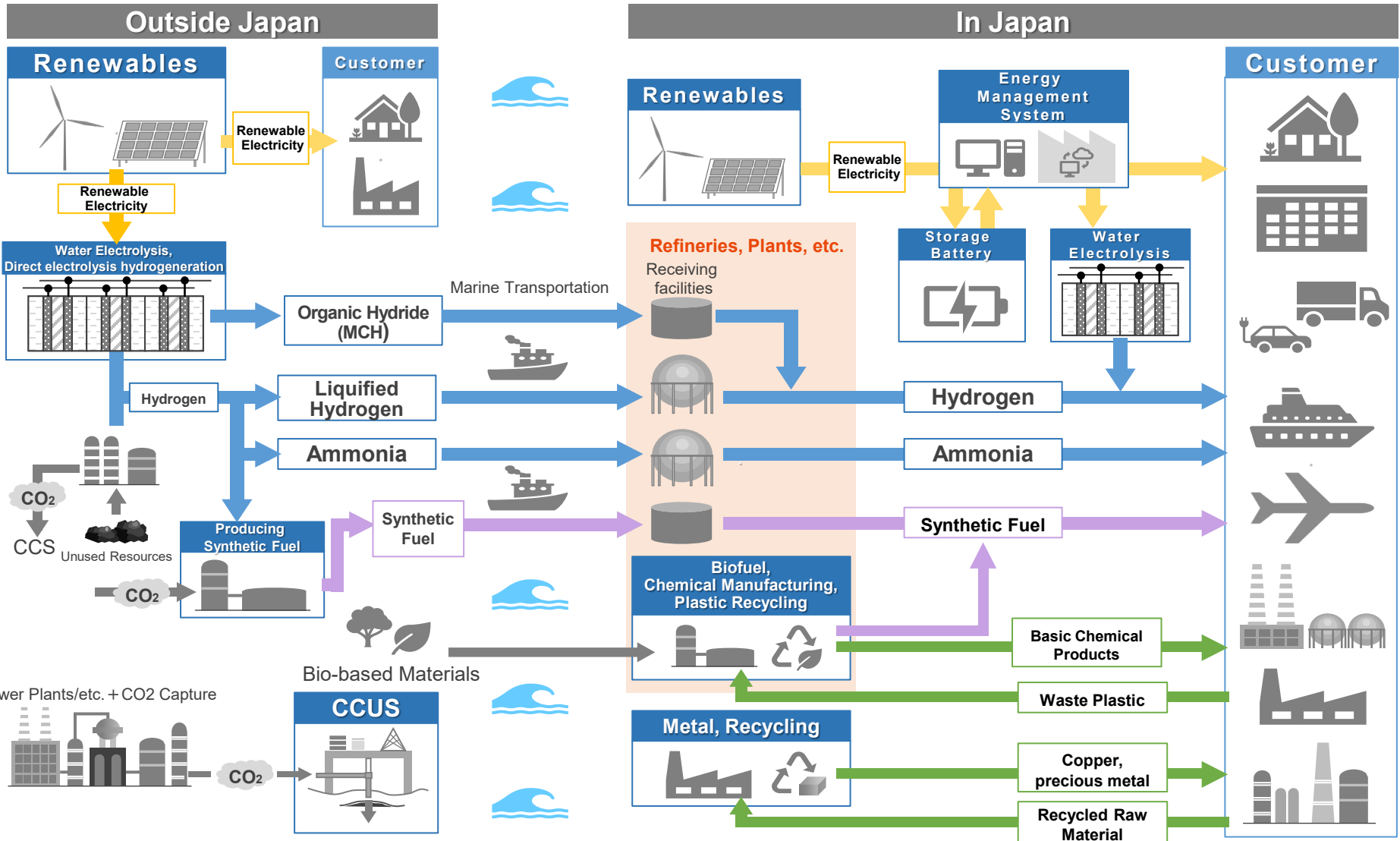


Scope
3

- ✓ Working together with the government and other companies for the realization of Carbon Neutrality by the end of FY2050
- ✓ Pursuing energy transition through expansion of renewable energy and early commercialization of hydrogen, SAF and synthetic fuels

Illustration of future business structure

To establish a decarbonized and recycling-oriented society, we will build a supply chain of energy, recyclable metals, chemical products and materials with a focus on CO₂-free electricity, hydrogen and fuels



Ⅲ. Strategic Human Resources Development for new era

Policy for Human Resources Development

(1) Become one of the most prominent and internationally-competitive energy and materials company groups in Asia

(2) Create value by transforming our current business structure

(3) Contribute to the development of a low-carbon, recycling-oriented society

Promote transforming Business Structure
Conventional Technology → New Technology (CN, DX)



Strategic Human Resources Development in ENEOS

(Policy measures for priority items in HR Development)

Priority Items	Policies / Measures			
	Recruitment	Education	Assignment / Deployment	Appraisal / Career Development
Global Human Resources	① Diversity Recruitment	② Training in Overseas	Expand overseas assignment	
Challenging Spirit for Creativity and Innovation	Secure industry-ready personnel	③ Training for projects development (ex; M&A, Design thinking, DX)	a. To challenge a position, ③ b. To entry yourself to transfer to other dept. you want, c. Job posting: to recruit candidates for specific job in a company	Personal Appraisal
Support Appropriate Career Development	Recruit by occupation	Professional education program for respective expertise/development		a. Interview b. Development planning
Voluntary growth		Independent academic support		
Managerial talents ④		Training for selected personnel	Personnel transfer among divisions	Committee for HR development

Select and cultivate human resources who can lead ENEOS with tremendous leadership in the future

Thank you for your attention !



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