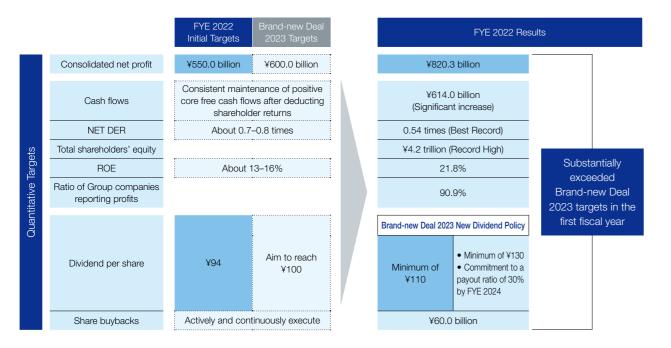
# **Business Results for FYE 2022**

### FYE 2022 General Review (Quantitative Targets)

- Achieved consolidated net profit of ¥820.3 billion, renewed a record high significantly
- Announced "Brand-new Deal 2023 New Dividend Policy" and executed share buybacks. Steadily implementing the shareholder returns policy



### FYE 2022 General Review (Qualitative Targets)

- Evolved business models and created growth opportunities from a market-oriented perspective
- Under the policy of "Enhancing our contribution to and engagement with the SDGs through business activities," significantly reduced GHG emissions from fossil fuel businesses and interests

Qualitative Targets		Market-oriented perspective	<ul> <li>Built up businesses that meet consumer needs, such as through new business development and supply chain optimization in FamilyMart as well as expansion and monetization of retail financial services lineup</li> <li>By collaborating with strong business partners, such as investment in Hitachi Construction Machinery Co., Ltd. and Nishimatsu Construction Co., Ltd., utilizing each other's comprehensive strengths to implement strategic initiatives that will enable further business expansion</li> </ul>
	: Tal gets	SDGs	<ul> <li>Following the sale of Drummond thermal coal interests, sold Ravensworth North thermal coal interests → Reduced GHG emissions from fossil fuel businesses and interests by 50% ahead of schedule</li> <li>Taking advantage of existing earnings base, steadily promoted the business of energy storage systems, plastic recycling, traceable natural rubber, etc., and more in response to social needs</li> </ul>
	AUAIIIAIIVE	Human resource strategy	<ul> <li>Established the Women's Advancement Committee as one of the advisory committees to the Board of Directors</li> <li>→ Strengthened support for women's career development through monitoring by the Women's Advancement Committee</li> <li>Evolved our Morning-Focused Working System and introduced Morning-Focused Flextime System</li> <li>→ Further enhanced labor productivity through these flexible working styles combined with a work from home system</li> </ul>
		Others	<ul> <li>Continued to receive high marks for its investor relations activities, including the annual report, and in SDG / ESG evaluations</li> <li>Remained the only major general trading company that has been included in all ESG investment indices adopted by the GPIF</li> </ul>

### **Business Results**

(Billions of yen)	FYE 2021 Results	FYE 2022 Resul	
Consolidated net profit	401.4	* 820.3	
Extraordinary gains and losses Core profit	(51.0) Approx. 452.5	* 130.0 *Approx. 690.0	
Core profit excluding the impact of COVID-19	Approx. 508.5	Approx. 727.0	
Non-resource	292.7	* 610.3	
Resource	107.9	* 221.6	
Others	0.9	(11.6	
Non-resource (%)*	73%	73%	
Profits / losses of Group companies	359.6	* 708.9	
Ratio of Group companies reporting profits (%)	82.4%	90.9%	
EPS	¥269.83	* ¥552.86	

\* % composition is calculated using the total of non-resource and resource sectors as 100%. \* Record high

### **Cash Flows**

### **Cash Flows**

(Billions of yen)	FYE 2021 Results	FYE 2022 Results
Cash flows from operating activities	895.9	801.2
Cash flows from investing activities	(207.3)	38.6
Free cash flows	688.6	* 839.8
Cash flows from financing activities	(728.8)	(846.7)

#### Core Free Cash Flows

(Billions of yen)	FYE 2021 Results	FYE 2022 Results
Core operating cash flows*1	574.0	* 790.0
Net investment cash flows*2	(755.0)	47.0
Core free cash flows	(181.0)	* 837.0

\*1 "Cash flows from operating activities" - "Changes in working capital" + "Repayment of lease liabilities, etc.'

\*2 Payments and collections for substantive investment and capital expenditure "Investment cash flows" + "Equity transactions with non-controlling interests" - "Changes in loan receivables," etc. \* Record high

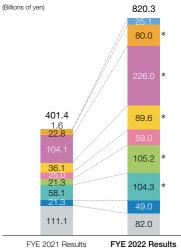
# **Financial Position**

(Billions of yen)	March 31, 2021	March 31, 202
Total assets	11,178.4	* 12,153.7
Net interest-bearing debt	2,601.4	2,283.0
Total shareholders' equity	3,316.3	* 4,199.3
Ratio of shareholders' equity to total assets	29.7%	* 34.6%
NET DER	0.78 times	* 0.54 times
ROE	12.7%	21.8%

\* Record high (NET DER : Best record)

#### **Consolidated Net Profit by Segment**



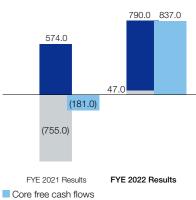




- Energy & Chemicals Food
- General Products & Realty
- ICT & Financial Business The 8th
- Others, Adjustments & Eliminations

**Core Free Cash Flows** 

(Billions of yen)

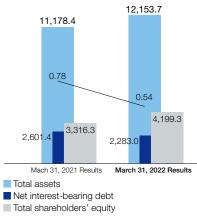


- Core operating cash flows\*1
- Net investment cash flows\*2

## Increase / Decrease +975.2 (318.4) +883.0 Increased 4.9pt Improved 0.24 6 Increased 9.1pt

### **Financial Position**





- NET DER (Times)