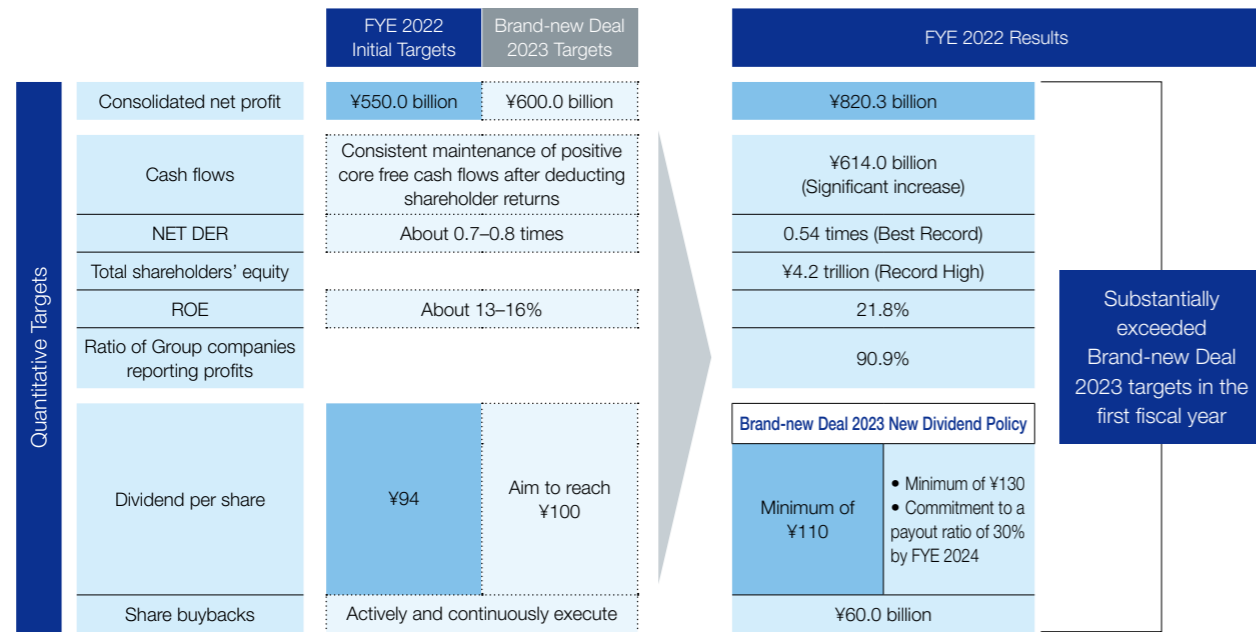


Business Results for FYE 2022

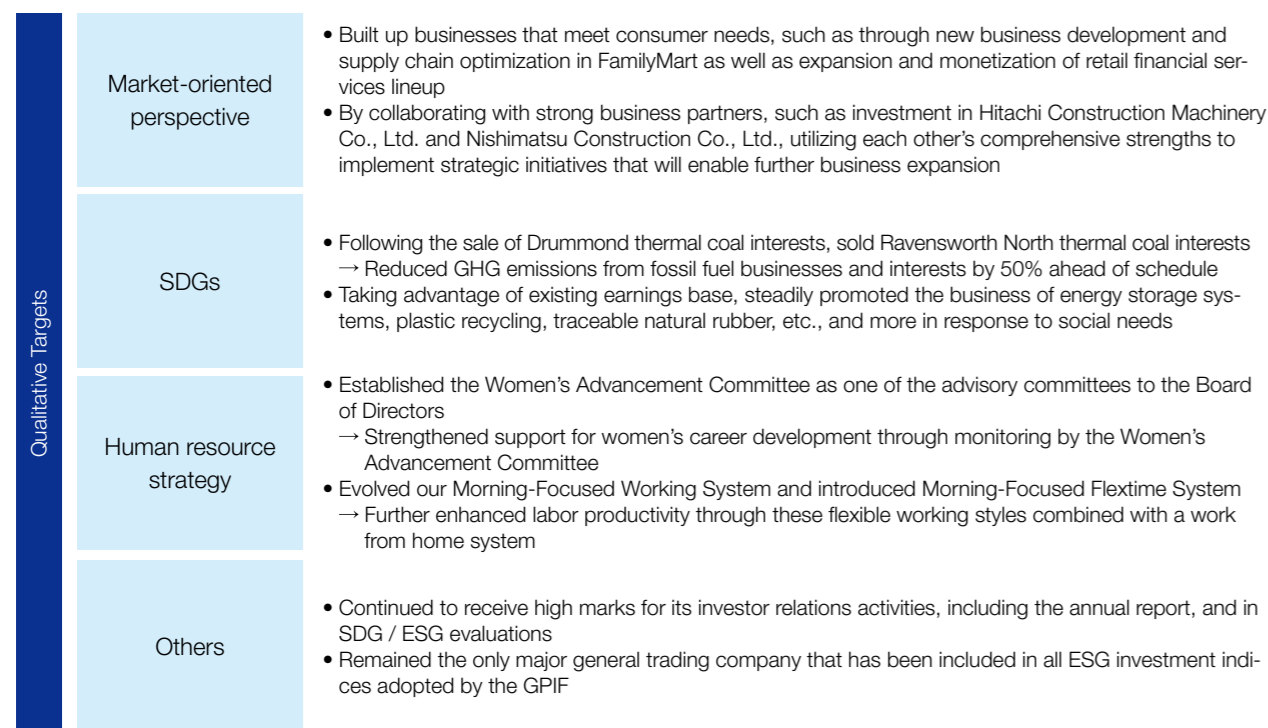
FYE 2022 General Review (Quantitative Targets)

- 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

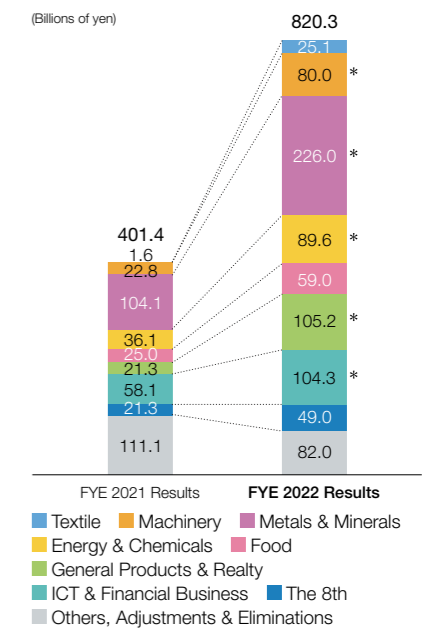


Business Results

(Billions of yen)	FYE 2021 Results	FYE 2022 Results	Increase / Decrease
Consolidated net profit	401.4	* 820.3	+418.8
Extraordinary gains and losses	(51.0)	* 130.0	+181.0
Core profit	Approx. 452.5	*Approx. 690.0	Approx. +237.5
Core profit excluding the impact of COVID-19	Approx. 508.5	Approx. 727.0	Approx. +218.5
Non-resource	292.7	* 610.3	+317.6
Resource	107.9	* 221.6	+113.7
Others	0.9	(11.6)	(12.5)
Non-resource (%)*	73%	73%	Almost no change
Profits / losses of Group companies	359.6	* 708.9	+349.2
Ratio of Group companies reporting profits (%)	82.4%	90.9%	Increased 8.4pt
EPS	¥269.83	* ¥552.86	+¥283.03

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

Consolidated Net Profit by Segment



Cash Flows

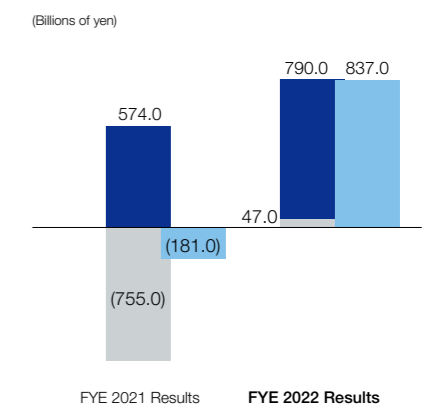
(Billions of yen)	FYE 2021 Results	FYE 2022 Results
Cash flows from operating activities	895.9	801.2
Cash flows from investing activities	(207.3)	38.6
Free cash flows	688.6	* 839.8
Cash flows from financing activities	(728.8)	(846.7)

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

Core Free Cash Flows



Financial Position

(Billions of yen)	March 31, 2021	March 31, 2022	Increase / Decrease
Total assets	11,178.4	* 12,153.7	+975.2
Net interest-bearing debt	2,601.4	2,283.0	(318.4)
Total shareholders' equity	3,316.3	* 4,199.3	+883.0
Ratio of shareholders' equity to total assets	29.7%	* 34.6%	Increased 4.9pt
NET DER	0.78 times	* 0.54 times	Improved 0.24
ROE	12.7%	21.8%	Increased 9.1pt

* Record high (NET DER : Best record)

Financial Position

