#### Translation

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# Summary of Consolidated Financial Results for the Year Ended March 31, 2023 (Based on Japanese GAAP)

May 9, 2023

Company name: C.I. TAKIRON Corporation

Stock exchange listing: Tokyo

Stock code: 4215 URL https://www.takiron-ci.co.jp/

Representative: Representative Director President Yuji Fukuda

General Manager Finance & Accounting

Inquiries:

Dept.

Shuji Kondo

TEL 03-6711-3714

Scheduled date of ordinary general meeting of shareholders: June 28, 2023
Scheduled date to file Securities Report: June 28, 2023
Scheduled date to commence dividend payments: June 29, 2023

Preparation of supplementary material on financial results: Yes Holding of financial results meeting: Yes

(Amounts less than one million yen are rounded down)

1. Consolidated financial results for the year ended March 31, 2023 (from April 1, 2022 to March 31, 2023)

#### (1) Consolidated operating results

Percentages indicate year-on-year changes

|                           | Net sales       |     | Operating pro   | ofit   | Ordinary profit |        | Profit attributal owners of part |        |
|---------------------------|-----------------|-----|-----------------|--------|-----------------|--------|----------------------------------|--------|
|                           | Millions of yen | %   | Millions of yen | %      | Millions of yen | %      | Millions of yen                  | %      |
| Year ended March 31, 2023 | 145,725         | 2.7 | 5,791           | (33.1) | 5,923           | (34.8) | 2,460                            | (63.1) |
| Year ended March 31, 2022 | 141,936         | 5.6 | 8,651           | 1.6    | 9,084           | 3.1    | 6,660                            | 24.9   |

Note: Comprehensive income Year ended March 31, 2023

¥3,454 million [(51.5)%]

Year ended March 31, 2022

¥7,127 million [(9.2)%]

|                           | Earnings per share | Diluted earnings per<br>share | Profit attributable to<br>owners of<br>parent/equity | Ordinary profit/total assets | Operating profit/net sales |
|---------------------------|--------------------|-------------------------------|--|------------------------------|----------------------------|
|                           | Yen                | Yen                           | %  | %                            | %                          |
| Year ended March 31, 2023 | 25.30              | -                             | 2.7  | 4.0                          | 4.0                        |
| Year ended March 31, 2022 | 68.47              | _                             | 7.6  | 6.3                          | 6.1                        |

Reference: Share of profit (loss) of entities accounted for using equity method

Year ended March 31, 2023

¥(53) million

Year ended March 31, 2022

¥- million

(2) Consolidated financial position

|                      | Total assets    | Net assets      | Equity ratio | Net assets per share |
|----------------------|-----------------|-----------------|--------------|----------------------|
|                      | Millions of yen | Millions of yen | %            | Yen                  |
| As of March 31, 2023 | 149,274         | 92,658          | 61.1         | 937.34               |
| As of March 31, 2022 | 147,061         | 92,055          | 61.4         | 928.28               |

Reference: Equity

As of March 31, 2023

¥91,186 million

As of March 31, 2022

¥90,243 million

#### (3) Consolidated cash flows

| (3) Consolidated cash nows |                      |                      |                      |                           |
|----------------------------|----------------------|----------------------|----------------------|---------------------------|
|                            | Cash flows from      | Cash flows from      | Cash flows from      | Cash and cash equivalents |
|                            | operating activities | investing activities | financing activities | at end of period          |
|                            | Millions of yen      | Millions of yen      | Millions of yen      | Millions of yen           |
| Year ended March 31, 2023  | 5,729                | (6,787)              | (1,262)              | 5,603                     |
| Year ended March 31, 2022  | 11,942               | (7,516)              | (3,166)              | 7,790                     |

#### 2. Cash dividends

|  |                 | Annu            | al dividends per | Total cash      | Dividend payout |                   |                      |                |
|--|-----------------|-----------------|------------------|-----------------|-----------------|-------------------|----------------------|----------------|
|  | 1st quarter-end | 2nd quarter-end | 3rd quarter-end  | Fiscal year-end | Total           | dividends (Total) | ratio (Consolidated) | (Consolidated) |
|  | Yen             | Yen             | Yen              | Yen             | Yen             | Millions of yen   | %                    | %              |
| Year ended March 31, 2022                | -               | 11.00           | -                | 16.00           | 27.00           | 2,631             | 39.5                 | 2.9            |
| Year ended March 31, 2023                | -               | 11.00           | -                | 4.00            | 15.00           | 1,462             | 59.5                 | 1.6            |
| Year ending March 31, 2024<br>(Forecast) | _               | 11.00           | _                | 11.00           | 22.00           |                   | 42.9                 |                |

3. Forecast of consolidated financial results for the year ending March 31, 2024 (from April 1, 2023 to March 31, 2024)

Percentages indicate year-on-year changes

|           | Net sales       |     | Operating profit |      | Ordinary profit |      | Profit attributa<br>owners of pa |       | Earnings per share |
|-----------|-----------------|-----|------------------|------|-----------------|------|----------------------------------|-------|--------------------|
|           | Millions of yen | %   | Millions of yen  | %    | Millions of yen | %    | Millions of yen                  | %     | Yen                |
| Full year | 154,000         | 5.7 | 7,800            | 34.7 | 8,000           | 35.1 | 5,000                            | 103.2 | 51.41              |

#### 4. Notes

(1) Changes in significant subsidiaries during the year ended March 31, 2023
(changes in specified subsidiaries resulting in the change in scope of consolidation):

(2) Changes in accounting policies, changes in accounting estimates, and restatement of prior period financial statements

Changes in accounting policies due to revisions to accounting standards and other regulations:

Changes in accounting policies due to other reasons:

No
Changes in accounting estimates:

No
Restatement of prior period financial statements:

No

(3) Number of issued shares (common shares)

Total number of issued shares at the end of the period (including treasury shares)

| Total number of issued shares at the end of the period (including treasury shares) |                   |                           |                   |  |  |  |  |  |
|--|-------------------|---------------------------|-------------------|--|--|--|--|--|
| As of March 31, 2023   | 97,553,655 shares | As of March 31, 2022      | 97,500,000 shares |  |  |  |  |  |
| Number of treasury shares at the end of the  | period            |                           |                   |  |  |  |  |  |
| As of March 31, 2023   | 271,516 shares    | As of March 31, 2022      | 284,271 shares    |  |  |  |  |  |
| Average number of shares during the perio  | d                 |                           |                   |  |  |  |  |  |
| Year ended March 31, 2023  | 97,255,529 shares | Year ended March 31, 2022 | 97,277,626 shares |  |  |  |  |  |

Reference: Summary of non-consolidated financial results

1. Non-consolidated financial results for the year ended March 31, 2023 (from April 1, 2022 to March 31, 2023)

#### (1) Non-consolidated operating results

Percentages indicate year-on-year changes

|                           |                 |     |                 |       |                 | _      |                 |        |
|---------------------------|-----------------|-----|-----------------|-------|-----------------|--------|-----------------|--------|
|                           | Net sales       |     | Operating pr    | ofit  | Ordinary pro    | ofit   | Profit          |        |
|                           | Millions of yen | %   | Millions of yen | %     | Millions of yen | %      | Millions of yen | %      |
| Year ended March 31, 2023 | 72,323          | 2.0 | 3,406           | (4.8) | 5,559           | (37.8) | 3,819           | (55.6) |
| Year ended March 31, 2022 | 70,901          | 7.7 | 3,577           | 6.3   | 8,941           | (33.4) | 8,598           | (29.5) |

|                           | Earnings per share | Diluted earnings per share |
|---------------------------|--------------------|----------------------------|
|                           | Yen                | Yen                        |
| Year ended March 31, 2023 | 39.27              | -                          |
| Year ended March 31, 2022 | 88.39              | -                          |

#### (2) Non-consolidated financial position

|                      | Total assets    | Net assets      | Equity ratio | Net assets per share |
|----------------------|-----------------|-----------------|--------------|----------------------|
|                      | Millions of yen | Millions of yen | %            | Yen                  |
| As of March 31, 2023 | 111,324         | 79,951          | 71.8         | 821.85               |
| As of March 31, 2022 | 111,144         | 78,809          | 70.9         | 810.66               |

Reference: Equity

As of March 31, 2023

¥79,951 million

As of March 31, 2022

¥78,809 million

<sup>\*</sup> Financial results reports are exempt from audit conducted by certified public accountants or an audit corporation.

<sup>\*</sup> Proper use of forecasts of financial results, and other special matters

The forward-looking statements, including earnings forecasts, contained in these materials are based on information currently available to C.I.

TAKIRON Corporation (the "Company") and on certain assumptions deemed to be reasonable by the Company. Actual business and other

## Consolidated financial statements Consolidated balance sheets

|  | As of March 31, 2022 | As of March 31, 2023 |
|--|----------------------|----------------------|
| Assets   |                      |                      |
| Current assets   |                      |                      |
| Cash and deposits  | 7,790                | 5,603                |
| Notes and accounts receivable - trade, and contract assets | 35,534               | 33,295               |
| Electronically recorded monetary claims - operating        | 11,584               | 13,637               |
| Merchandise and finished goods                             | 14,056               | 16,561               |
| Work in process  | 3,237                | 3,540                |
| Raw materials and supplies                                 | 6,591                | 8,024                |
| Deposits paid  | 14,008               | 16,141               |
| Other  | 1,625                | 1,330                |
| Allowance for doubtful accounts                            | (23)                 | (40)                 |
| Total current assets                                       | 94,403               | 98,095               |
| Non-current assets   |                      |                      |
| Property, plant and equipment                              |                      |                      |
| Buildings and structures, net                              | 14,870               | 14,352               |
| Machinery, equipment and vehicles, net                     | 9,781                | 9,347                |
| Land   | 12,914               | 12,609               |
| Leased assets, net   | 234                  | 240                  |
| Construction in progress                                   | 1,243                | 997                  |
| Other, net   | 2,350                | 2,486                |
| Total property, plant and equipment                        | 41,394               | 40,033               |
| Intangible assets  | 2,485                | 2,755                |
| Investments and other assets                               |                      |                      |
| Investment securities                                      | 3,166                | 3,036                |
| Deferred tax assets  | 3,026                | 2,238                |
| Retirement benefit asset                                   | 36                   | 458                  |
| Other  | 2,550                | 2,658                |
| Allowance for doubtful accounts                            | (2)                  | (2)                  |
| Total investments and other assets                         | 8,777                | 8,389                |
| Total non-current assets                                   | 52,657               | 51,178               |
| Total assets   | 147,061              | 149,274              |
|  |                      |                      |

|  | As of March 31, 2022 | As of March 31, 2023 |
|--|----------------------|----------------------|
| Liabilities  |                      | <u> </u>             |
| Current liabilities                                      |                      |                      |
| Notes and accounts payable - trade                       | 25,789               | 25,240               |
| Electronically recorded obligations - operating          | 5,402                | 5,964                |
| Short-term borrowings                                    | 3,914                | 5,939                |
| Lease liabilities  | 199                  | 204                  |
| Income taxes payable                                     | 983                  | 797                  |
| Accrued consumption taxes                                | 389                  | 284                  |
| Provision for bonuses                                    | 2,260                | 1,810                |
| Provision for bonuses for directors (and other officers) | 211                  | 181                  |
| Notes payable - facilities                               | 592                  | 477                  |
| Other  | 4,984                | 5,333                |
| Total current liabilities                                | 44,728               | 46,233               |
| Non-current liabilities                                  |                      |                      |
| Lease liabilities  | 1,434                | 1,426                |
| Deferred tax liabilities                                 | 706                  | 682                  |
| Provision for product warranties                         | 394                  | 699                  |
| Provision for share awards                               | 75                   | 95                   |
| Retirement benefit liability                             | 5,749                | 5,576                |
| Asset retirement obligations                             | 158                  | 158                  |
| Other  | 1,757                | 1,743                |
| Total non-current liabilities                            | 10,277               | 10,382               |
| Total liabilities  | 55,005               | 56,615               |
| Net assets   |                      |                      |
| Shareholders' equity                                     |                      |                      |
| Share capital  | 15,189               | 15,204               |
| Capital surplus  | 30,981               | 31,034               |
| Retained earnings  | 43,175               | 43,003               |
| Treasury shares  | (178)                | (170)                |
| Total shareholders' equity                               | 89,167               | 89,071               |
| Accumulated other comprehensive income                   |                      |                      |
| Valuation difference on available-for-sale securities    | 76                   | 94                   |
| Deferred gains or losses on hedges                       | (12)                 | (10)                 |
| Foreign currency translation adjustment                  | 625                  | 1,380                |
| Remeasurements of defined benefit plans                  | 387                  | 650                  |
| Total accumulated other comprehensive income             | 1,076                | 2,114                |
| Non-controlling interests                                | 1,811                | 1,471                |
| Total net assets   | 92,055               | 92,658               |
| Total liabilities and net assets                         | 147,061              | 149,274              |

# Consolidated statements of income and consolidated statements of comprehensive income Consolidated statements of income

|   | Fiscal year ended                       | (Millions of yen) Fiscal year ended |
|---|---|-------------------------------------|
|   | March 31, 2022                          | March 31, 2023                      |
| Net sales   | 141,936                                 | 145,725                             |
| Cost of sales   | 102,113                                 | 108,415                             |
| Gross profit  | 39,822                                  | 37,310                              |
| Selling, general and administrative expenses                | 31,171                                  | 31,518                              |
| Operating profit  | 8,651                                   | 5,791                               |
| Non-operating income  | ·                                       |                                     |
| Interest income   | 33                                      | 25                                  |
| Dividend income   | 102                                     | 110                                 |
| Rental income   | 152                                     | 141                                 |
| Subsidy income  | 68                                      | 66                                  |
| Other   | 384                                     | 263                                 |
| Total non-operating income                                  | 741                                     | 608                                 |
| Non-operating expenses                                      |   |                                     |
| Interest expenses   | 51                                      | 139                                 |
| Rental costs  | 78                                      | 73                                  |
| Share of loss of entities accounted for using equity method |   | 53                                  |
| Foreign exchange losses                                     | 21                                      | 58                                  |
| Other   | 156                                     | 151                                 |
| Total non-operating expenses                                | 307                                     | 476                                 |
| Ordinary profit   | 9,084                                   | 5,923                               |
| Extraordinary income  | ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,, | 5,725                               |
| Gain on sale of non-current assets                          | 57                                      | 5                                   |
| Gain on sale of investment securities                       | 107                                     | 81                                  |
| Gain on sale of golf club membership                        | _                                       | 5                                   |
| Gain on revision of retirement benefit plan                 | _                                       | 131                                 |
| Gain on sale of businesses                                  | 58                                      | =                                   |
| Gain on liquidation of subsidiaries and associates          | _                                       | 185                                 |
| Total extraordinary income                                  | 223                                     | 409                                 |
| Extraordinary losses  |   | .07                                 |
| Loss on disposal of non-current assets                      | 64                                      | 146                                 |
| Impairment losses   | 358                                     | 1,345                               |
| Loss on sale of investment securities                       | _                                       | 6                                   |
| Loss on valuation of golf club membership                   | _                                       | 7                                   |
| Loss on liquidation of business                             | 65                                      | ,<br>_                              |
| Loss on termination of retirement benefit plan              | 51                                      | =                                   |
| Provision for product warranties                            | 206                                     | 294                                 |
| Loss on COVID-19  | _                                       | 140                                 |
| Total extraordinary losses                                  | 747                                     | 1,939                               |
| Profit before income taxes                                  | 8,560                                   | 4,393                               |
| Income taxes - current                                      | 1,927                                   | 1,511                               |
| Income taxes - deferred                                     | (158)                                   | 589                                 |
| Total income taxes  Total income taxes                      | 1,769                                   | 2,100                               |
| Profit  | 6,791                                   | 2,100                               |
|   | <u>'</u>                                |                                     |
| Profit attributable to non-controlling interests            | 130                                     | (167)                               |
| Profit attributable to owners of parent                     | 6,660                                   | 2,460                               |

# $Consolidated \ statements \ of \ comprehensive \ income$

| (Millions of yen) |
|-------------------|
| vanr andad        |

|  | Fiscal year ended<br>March 31, 2022 | Fiscal year ended<br>March 31, 2023 |
|--|-------------------------------------|-------------------------------------|
| Profit   | 6,791                               | 2,292                               |
| Other comprehensive income                                     |                                     |                                     |
| Valuation difference on available-for-sale securities          | (422)                               | 18                                  |
| Deferred gains or losses on hedges                             | (12)                                | 2                                   |
| Foreign currency translation adjustment                        | 904                                 | 878                                 |
| Remeasurements of defined benefit plans, net of tax            | (134)                               | 262                                 |
| Total other comprehensive income                               | 335                                 | 1,161                               |
| Comprehensive income   | 7,127                               | 3,454                               |
| Comprehensive income attributable to                           |                                     |                                     |
| Comprehensive income attributable to owners of parent          | 6,870                               | 3,499                               |
| Comprehensive income attributable to non-controlling interests | 256                                 | (44)                                |

# Consolidated statements of changes in equity

Fiscal year ended March 31, 2022

|   | Shareholders' equity |                 |                   |                 |                                  |
|---|----------------------|-----------------|-------------------|-----------------|----------------------------------|
|   | Share capital        | Capital surplus | Retained earnings | Treasury shares | Total<br>shareholders'<br>equity |
| Balance at beginning of period  | 15,189               | 30,981          | 38,757            | (86)            | 84,840                           |
| Changes during period   |                      |                 |                   |                 |                                  |
| Issuance of new shares  |                      |                 |                   |                 |                                  |
| Dividends of surplus  |                      |                 | (2,242)           |                 | (2,242)                          |
| Profit attributable to owners of parent   |                      |                 | 6,660             |                 | 6,660                            |
| Purchase of treasury shares   |                      |                 |                   | (134)           | (134)                            |
| Disposal of treasury shares   |                      | 0               |                   | 43              | 43                               |
| Change in ownership<br>interest of parent due to<br>transactions with non-<br>controlling interests |                      |                 |                   |                 |                                  |
| Net changes in items<br>other than<br>shareholders' equity  |                      |                 |                   |                 | _                                |
| Total changes during period   | -                    | 0               | 4,418             | (91)            | 4,326                            |
| Balance at end of period  | 15,189               | 30,981          | 43,175            | (178)           | 89,167                           |

|   |   | Accumulated                              | d other compreher                                | sive income                                   |  |                           |                  |
|---|---|--|--|---|--|---------------------------|------------------|
|   | Valuation<br>difference on<br>available-for-<br>sale securities | Deferred gains<br>or losses on<br>hedges | Foreign<br>currency<br>translation<br>adjustment | Remeasurements<br>of defined benefit<br>plans | Total<br>accumulated<br>other<br>comprehensive<br>income | Non-controlling interests | Total net assets |
| Balance at beginning of period  | 499   | (0)                                      | (157)  | 524   | 866  | 1,660                     | 87,367           |
| Changes during period   |   |  |  |   |  |                           |                  |
| Issuance of new shares  |   |  |  |   |  |                           |                  |
| Dividends of surplus  |   |  |  |   |  |                           | (2,242)          |
| Profit attributable to owners of parent   |   |  |  |   |  |                           | 6,660            |
| Purchase of treasury shares   |   |  |  |   |  |                           | (134)            |
| Disposal of treasury shares   |   |  |  |   |  |                           | 43               |
| Change in ownership<br>interest of parent due to<br>transactions with non-<br>controlling interests |   |  |  |   |  |                           |                  |
| Net changes in items<br>other than<br>shareholders' equity  | (422)   | (12)                                     | 782  | (137)   | 209  | 151                       | 361              |
| Total changes during period   | (422)   | (12)                                     | 782  | (137)   | 209  | 151                       | 4,688            |
| Balance at end of period  | 76  | (12)                                     | 625  | 387   | 1,076  | 1,811                     | 92,055           |

|   | Shareholders' equity |                 |                   |                 |                                  |
|---|----------------------|-----------------|-------------------|-----------------|----------------------------------|
|   | Share capital        | Capital surplus | Retained earnings | Treasury shares | Total<br>shareholders'<br>equity |
| Balance at beginning of period  | 15,189               | 30,981          | 43,175            | (178)           | 89,167                           |
| Changes during period   |                      |                 |                   |                 |                                  |
| Issuance of new shares  | 15                   | 15              |                   |                 | 30                               |
| Dividends of surplus  |                      |                 | (2,632)           |                 | (2,632)                          |
| Profit attributable to owners of parent   |                      |                 | 2,460             |                 | 2,460                            |
| Purchase of treasury shares   |                      |                 |                   | (0)             | (0)                              |
| Disposal of treasury shares   |                      |                 |                   | 9               | 9                                |
| Change in ownership<br>interest of parent due to<br>transactions with non-<br>controlling interests |                      | 37              |                   |                 | 37                               |
| Net changes in items<br>other than<br>shareholders' equity  |                      |                 |                   |                 |                                  |
| Total changes during period   | 15                   | 52              | (172)             | 8               | (95)                             |
| Balance at end of period  | 15,204               | 31,034          | 43,003            | (170)           | 89,071                           |

|   |   | Accumulated                              | d other compreher                                | nsive income                                  |  |                              | Total net assets |
|---|---|--|--|---|--|------------------------------|------------------|
|   | Valuation<br>difference on<br>available-for-<br>sale securities | Deferred gains<br>or losses on<br>hedges | Foreign<br>currency<br>translation<br>adjustment | Remeasurements<br>of defined benefit<br>plans | Total<br>accumulated<br>other<br>comprehensive<br>income | Non-controlling<br>interests |                  |
| Balance at beginning of period  | 76  | (12)                                     | 625  | 387   | 1,076  | 1,811                        | 92,055           |
| Changes during period   |   |  |  |   |  |                              |                  |
| Issuance of new shares  |   |  |  |   |  |                              | 30               |
| Dividends of surplus  |   |  |  |   |  |                              | (2,632)          |
| Profit attributable to owners of parent   |   |  |  |   |  |                              | 2,460            |
| Purchase of treasury shares   |   |  |  |   |  |                              | (0)              |
| Disposal of treasury shares   |   |  |  |   |  |                              | 9                |
| Change in ownership<br>interest of parent due to<br>transactions with non-<br>controlling interests |   |  |  |   |  |                              | 37               |
| Net changes in items<br>other than<br>shareholders' equity  | 18  | 2  | 755  | 263   | 1,038  | (340)                        | 698              |
| Total changes during period   | 18  | 2  | 755  | 263   | 1,038  | (340)                        | 602              |
| Balance at end of period  | 94  | (10)                                     | 1,380  | 650   | 2,114  | 1,471                        | 92,658           |

### **Consolidated statements of cash flows**

|  | Fiscal year ended<br>March 31, 2022    | Fiscal year ended March 31, 2023 |
|--|--|----------------------------------|
| Cash flows from operating activities                                 | ,                                      | ,                                |
| Profit before income taxes   | 8,560                                  | 4,393                            |
| Depreciation   | 5,244                                  | 5,434                            |
| Impairment losses  | 358                                    | 1,345                            |
| Increase (decrease) in retirement benefit liability                  | (111)                                  | 193                              |
| Increase (decrease) in provision for bonuses                         | 84                                     | (450)                            |
| Loss (gain) on sale of investment securities                         | (107)                                  | (75)                             |
| Share of loss (profit) of entities accounted for using equity method | _                                      | 53                               |
| Loss (gain) on disposal of non-current assets                        | 7                                      | 140                              |
| Interest and dividend income   | (136)                                  | (136)                            |
| Interest expenses  | 51                                     | 139                              |
| Decrease (increase) in trade receivables and contract assets         | (724)                                  | 466                              |
| Decrease (increase) in inventories                                   | (1,030)                                | (3,967)                          |
| Increase (decrease) in trade payables                                | 2,533                                  | (118)                            |
| Increase (decrease) in accrued consumption taxes                     | (779)                                  | (105)                            |
| Increase (decrease) in deposits received                             | (581)                                  | 19                               |
| Loss (gain) on liquidation of subsidiaries and associates            | _                                      | (185)                            |
| Loss (gain) on sale of businesses                                    | (58)                                   | _                                |
| Increase (decrease) in provision for product warranties              | 199                                    | 305                              |
| Other, net   | (1,029)                                | (414)                            |
| Subtotal   | 12,480                                 | 7,037                            |
| Interest and dividends received                                      | 136                                    | 136                              |
| Interest paid  | (60)                                   | (140)                            |
| Income taxes refund (paid)   | (614)                                  | (1,304)                          |
| Net cash provided by (used in) operating activities                  | 11,942                                 | 5,729                            |
| Cash flows from investing activities                                 |  | _                                |
| Purchase of property, plant and equipment                            | (3,977)                                | (3,704)                          |
| Proceeds from sale of property, plant and equipment                  | 66                                     | 18                               |
| Purchase of intangible assets  | (561)                                  | (1,066)                          |
| Purchase of investment securities                                    | (121)                                  | (292)                            |
| Proceeds from sale of investment securities                          | 566                                    | 480                              |
| Proceeds from sale of businesses                                     | 72                                     | =                                |
| Proceeds from collection of short-term loans receivable              | 899                                    | =                                |
| Decrease (increase) in deposits paid                                 | (4,110)                                | (2,133)                          |
| Proceeds from the liquidation of subsidiaries and associates         | —————————————————————————————————————— | 185                              |
| Other, net   | (351)                                  | (274)                            |
| Net cash provided by (used in) investing activities                  | (7,516)                                | (6,787)                          |

|   |                                     | (William of yell)                   |  |
|---|-------------------------------------|-------------------------------------|--|
|   | Fiscal year ended<br>March 31, 2022 | Fiscal year ended<br>March 31, 2023 |  |
| Cash flows from financing activities  |                                     |                                     |  |
| Net increase (decrease) in short-term borrowings  | (425)                               | 1,717                               |  |
| Repayments of lease liabilities   | (126)                               | (89)                                |  |
| Repayments of long-term borrowings  | (161)                               | _                                   |  |
| Purchase of treasury shares   | (106)                               | (0)                                 |  |
| Dividends paid  | (2,242)                             | (2,632)                             |  |
| Purchase of shares of subsidiaries not resulting in change in scope of consolidation              | _                                   | (165)                               |  |
| Dividends paid to non-controlling interests   | (105)                               | (92)                                |  |
| Net cash provided by (used in) financing activities   | (3,166)                             | (1,262)                             |  |
| Effect of exchange rate change on cash and cash equivalents                                       | 136                                 | 132                                 |  |
| Net increase (decrease) in cash and cash equivalents  | 1,394                               | (2,186)                             |  |
| Cash and cash equivalents at beginning of period  | 6,712                               | 7,790                               |  |
| Decrease in cash and cash equivalents resulting from exclusion of subsidiaries from consolidation | (317)                               |                                     |  |
| Cash and cash equivalents at end of period  | 7,790                               | 5,603                               |  |
|   |                                     |                                     |  |