Growth Strategy

## **Consolidated Balance Sheets**

|  | <b>FY2015</b> (As of March 31, 2016) | <b>FY2016</b> (As of March 31, 2017) |
|--|--------------------------------------|--------------------------------------|
| ASSETS                                 |                                      | Millions                             |
| Current assets                         |                                      |                                      |
| Cash and deposits                      | ¥ 60,972                             | ¥ 45,292                             |
| Notes and accounts receivable-trade    | 192,572                              | 216,602                              |
| Securities                             | 30,000                               | _                                    |
| Merchandise and finished goods         | 87,825                               | 111,905                              |
| Work in process                        | 391                                  | 279                                  |
| Raw materials and supplies             | 94,211                               | 131,181                              |
| Accounts receivable-other              | 28,709                               | 36,010                               |
| Deferred tax assets                    | 3,812                                | 3,760                                |
| Other                                  | 17,954                               | 16,752                               |
| Allowance for doubtful accounts        | (195)                                | (181)                                |
| Total current assets                   | 516,254                              | 561,604                              |
| Noncurrent assets                      |                                      |                                      |
| Property, plant and equipment          |                                      |                                      |
| Buildings and structures, net          | 129,074                              | 150,866                              |
| Oil storage depots, net                | 32,693                               | 33,027                               |
| Machinery, equipment and vehicles, net | 149,609                              | 161,690                              |
| Land                                   | 320,971                              | 320,496                              |
| Lease assets, net                      | 761                                  | 674                                  |
| Construction in progress               | 53,586                               | 99,980                               |
| Other, net                             | 6,571                                | 6,584                                |
| Total property, plant and equipment    | 693,267                              | 773,320                              |
| Intangible assets                      |                                      |                                      |
| Software                               | 3,158                                | 3,032                                |
| Goodwill                               | 1,452                                | 721                                  |
| Other                                  | 42,812                               | 40,830                               |
| Total intangible assets                | 47,423                               | 44,585                               |
| Investments and other assets           |                                      |                                      |
| Investment securities                  | 112,040                              | 105,720                              |
| Long-term loans receivable             | 2,048                                | 2,857                                |
| Long-term prepaid expenses             | 7,986                                | 6,716                                |
| Net defined benefit asset              | 1,738                                | 1,928                                |
| Cost recovery under production sharing | 16,917                               | 17,302                               |
| Deferred tax assets                    | 2,437                                | 2,608                                |
| Other                                  | 9,330                                | 8,899                                |
| Allowance for doubtful accounts        | (481)                                | (365)                                |
| Total investments and other assets     | 152,019                              | 145,667                              |
| Total noncurrent assets                | 892,710                              | 963,573                              |
| Deferred assets                        |                                      |                                      |
| Bond issuance cost                     | 651                                  | 502                                  |
| Total deferred assets                  | 651                                  | 502                                  |

| Total assets | ¥1,409,615 | ¥1,525,679 |
|--------------|------------|------------|
|              |            |            |

Corporate Governance

CSR Activities

Financial Section

|  | <b>FY2015</b> (As of March 31, 2016) | <b>FY2016</b> (As of March 31, 2017     |
|--|--------------------------------------|---|
| LIABILITIES                                    |                                      | Millions                                |
| Current liabilities                            |                                      |   |
| Notes and accounts payable-trade               | ¥ 115,803                            | ¥ 170,539                               |
| Short-term loans payable                       | 200,619                              | 225,169                                 |
| Commercial paper                               | 12,000                               | 51,400                                  |
| Accounts payable-other                         | 94,582                               | 92,428                                  |
| Accrued volatile oil and other petroleum taxes | 93,788                               | 66,528                                  |
| Income taxes payable                           | 8,094                                | 11,237                                  |
| Accrued expenses                               | 3,716                                | 3,182                                   |
| Provision for bonuses                          | 4,962                                | 5,326                                   |
| Provision for directors' bonuses               | 293                                  | 315                                     |
| Deferred tax liabilities                       | 52                                   | 266                                     |
| Provision for business structure improvement   | 4,534                                | 2,001                                   |
| Other  | 17,070                               | 27,079                                  |
| Total current liabilities                      | 555,519                              | 655,473                                 |
| Ioncurrent liabilities                         |                                      |   |
| Bonds payable                                  | 46,700                               | 46,700                                  |
| Long-term loans payable                        | 497,831                              | 449,282                                 |
| Deferred tax liabilities                       | 31,202                               | 33,608                                  |
| Deferred tax liabilities for land revaluation  | 5,249                                | 5,243                                   |
| Provision for special repairs                  | 15,078                               | 13,781                                  |
| Provision for business structure improvement   | 1,171                                | 212                                     |
| Provision for environmental measures           | 3.416                                | 1,997                                   |
| Net defined benefit liability                  | 9.586                                | 5,516                                   |
| Provision for executive remuneration BIP trust | 41                                   | 296                                     |
| Asset retirement obligations                   | 11,375                               | 19,338                                  |
| Other  | 29,730                               | 21,441                                  |
| Total noncurrent liabilities                   | 651,384                              | 597,420                                 |
| otal liabilities                               | ¥1,206,903                           | ¥1,252,893                              |
|  | , ,                                  | , |
| hareholders' equity                            |                                      |   |
| Capital stock                                  | ¥ 40,000                             | ¥ 40,000                                |
| Capital surplus                                | 84,509                               | 84,359                                  |
| Retained earnings                              | 259                                  | 49,985                                  |
| Treasury shares                                | (1,223)                              | (1,113)                                 |
| Total shareholders' equity                     | 123,545                              | 173,231                                 |
|  |                                      |   |

| Valuation difference on available-for-sale securities | 3,042    | 4,794    |
|---|----------|----------|
| Deferred gains or losses on hedges                    | (1,601)  | (233)    |
| Revaluation reserve for land                          | (20,660) | (20,576) |
| Foreign currency translation adjustment               | 8,507    | 7,215    |
| Remeasurements of defined benefit plans               | (4,786)  | 292      |
| Total accumulated other comprehensive income          | (15,499) | (8,508)  |
| Non-controlling interests                             | 94,665   | 108,063  |
| Total net assets                                      | 202,712  | 272,786  |

|  | Total | liabilities | and | net | assets |
|--|-------|-------------|-----|-----|--------|
|--|-------|-------------|-----|-----|--------|

¥1,409,615

¥1,525,679

## **Consolidated Statements of Income**

|   | <b>FY2015</b><br>(From April 1 2015 to March 31,2016) (F | <b>FY2016</b><br>rom April 1 2016 to March 31,2017 |
|---|--|--|
| Net sales   | ¥2,244,306   | Millions of<br><b>¥2,292,280</b>                   |
| Cost of sales   | 2,154,615  | 2,079,727  |
| Gross profit  | 89,691   | 212,553  |
| Selling, general and administrative expenses            | 119,433  | 120,370  |
| Operating income (loss)                                 | (29,742)   | 92,182   |
| Non-operating income                                    | (20,172)   | 02,102   |
|   | 167  | 218  |
| Interest income Dividends income                        | 1,322  | 671  |
| Rent income on noncurrent assets                        | 870  | 1,144  |
|   | 3,012  | 1,144  |
| Equity in earnings of associates Other                  | 3,907  | 2,764  |
| Total non-operating income                              | 9,280  | 6, <b>59</b> 4                                     |
|   | 9,200  | 0,394  |
| Non-operating expenses                                  | 10 720   |  |
| Interest expenses                                       | 12,758   | 12,274   |
| Foreign exchange losses                                 | _  | 1,058  |
| Other   | 2,899  | 3,995  |
| Total non-operating expenses                            | 15,658   | 17,328   |
| Ordinary income (loss)                                  | (36,121)   | 81,448   |
| Extraordinary income                                    |  |  |
| Gain on sales of noncurrent assets                      | 160  | 322  |
| Gain on sales of investment securities                  | 161  | 910  |
| Gain on sales of shares of subsidiaries and associates  | _  | 1,282  |
| Subsidy income  | 5,716  | 3,346  |
| Gain on change in equity                                | 1,565  | _  |
| Gain on bargain purchase                                | 16,302   | 493  |
| Other   | 554  | 558  |
| Total extraordinary income                              | 24,460   | 6,914  |
| Extraordinary loss                                      |  |  |
| Loss on sales of noncurrent assets                      | 484  | 195  |
| Loss on disposal of noncurrent assets                   | 6,189  | 6,274  |
| Impairment loss   | 6,241  | 842  |
| Loss on valuation of investment securities              | 692  | 808  |
| Business structure improvement expenses                 | 6,923  | 802  |
| Loss on litigation                                      | 405  | _  |
| Loss on step acquisitions                               | 10,190   | _  |
| Land trust expenses                                     | 1,010  | _  |
| Other   | —  | 873  |
| Total extraordinary losses                              | 32,137   | 9,796  |
| Profit (loss) before income taxes                       | (43,797)   | 78,565   |
| ncome taxes-current                                     | 13,293   | 18,267   |
| ncome taxes-deferred                                    | (12,690)   | 644  |
| Total income taxes                                      | 602  | 18,912   |
| Profit (loss)   | (44,400)   | 59,652   |
| Profit (loss) attributable to non-controlling interests | 5,829  | 6,417  |
| Profit (loss) attributable to owners of parent          | ¥ (50,230)   | ¥ 53,235   |

## **Consolidated Statements of Cash Flows**

|  | FY2015<br>(From April 1 2015 to March 31,2016) | FY2016<br>(From April 1 2016 to March 31,2017)<br>Millions of |
|--|--|---|
| ash flows from operating activities                                  |  |   |
| Profit (loss) before income taxes                                    | ¥ (43,797)                                     | ¥ 78,565  |
| Depreciation   | 27,447   | 34,507  |
| Amortization of negative goodwill                                    | (16,302)                                       | (493)   |
| Amortization of goodwill   | 730  | 730   |
| Loss (gain) on step acquisitions                                     | 10,190   | _   |
| Impairment loss  | 6,241  | 842   |
| Loss (gain) on sales of non-current assets                           | 324  | (127)   |
| Business structure improvement expenses                              | 6,923  | 802   |
| Loss (gain) on disposal of non-current assets                        | 6,189  | 6,274   |
| Loss (gain) on sales of investment securities                        | (161)  | (910)   |
| Loss (gain) on valuation of investment securities                    | 692  | 808   |
| Loss (gain) on sales of shares of subsidiaries and associates        | -  | (1,282)   |
| Subsidy income   | (5,716)  | (3,346)   |
| Interest and dividend income   | (1,489)  | (890)   |
| Interest expenses  | 12,758   | 12,274  |
| Foreign exchange losses (gains)                                      | 119  | 754   |
| Share of (profit) loss of entities accounted for using equity method | (3,012)  | (1,796)   |
| Increase (decrease) in allowance for doubtful accounts               | (59)   | (148)   |
| Increase (decrease) in provision for special repairs                 | 234  | (2,375)   |
| Increase (decrease) in provision for environmental measures          | (314)  | (583)   |
| Increase (decrease) in net defined benefit liability                 | 753  | 581   |
| Decrease (increase) in notes and accounts receivable-trade           | 53,968   | (23,948)  |
| Recovery of recoverable accounts under production sharing            | 3,265  | 3,262   |
| Decrease (increase) in inventories                                   | 79,904   | (61,495)  |
| Increase (decrease) in notes and accounts payable-trade              | (96,090)                                       | 55,031  |
| Decrease (increase) in other current assets                          | 24,245   | (1,528)   |
| Increase (decrease) in other current liabilities                     | (18,151)                                       | (22,773)  |
| Decrease (increase) in investments and other assets                  | 860  | 1,699   |
| Increase (decrease) in other non-current liabilities                 | 4,171  | (2,306)   |
| Other, net   | (75)   | 1,535   |
| Subtotal   | 53,849   | 73,665  |
| Interest and dividend income received                                | 2,154  | 1,014   |
| Interest expenses paid   | (13,490)                                       | (12,407)  |
| Payments for business structure improvement expenses                 | (5,107)  | (3,916)   |
| Proceeds from subsidy income   | 4,978  | 3,487   |
| Payments for land trust expenses                                     | (1,010)  | -   |
| Income taxes paid  | (22,945)                                       | (14,218)  |
| Net cash provided by (used in) operating activities                  | ¥ 18,427                                       | ¥ 47,625  |

# **Consolidated Statements of Cash Flows**

|  | <b>FY2015</b><br>(From April 1 2015 to March 31,2016) | FY2016<br>(From April 1 2016 to March 31,201<br>Millions |
|--|---|--|
| ash flows from investing activities  |   | Millions   |
| Purchase of investment securities  | ¥ (976)   | ¥ (1,341)  |
| Proceeds from sales and redemption of investment securities  | 243   | 7,190  |
| Purchase of shares of subsidiaries and associates  | (8,401)   | (1,240)  |
| Proceeds from sales and liquidation of shares of subsidiaries and associates                         | _   | 178  |
| Proceeds from sales of shares of subsidiaries resulting in change in scope of<br>consolidation       | _   | 1,261  |
| Proceeds from purchase of shares of subsidiaries resulting in change in scope of consolidation       | 35,502  | _  |
| Purchase of property, plant and equipment  | (55,743)  | (108,683)  |
| Payments for disposal of property, plant and equipment   | (4,645)   | (4,310)  |
| Proceeds from sales of property, plant and equipment   | 1,243   | 593  |
| Payments for purchases of intangible assets and long-term prepaid expenses                           | (16,126)  | (5,977)  |
| Decrease (increase) in short-term loans receivable   | 2,713   | 399  |
| Payments of long-term loans receivable   | (1,840)   | (1,425)  |
| Collection of long-term loans receivable   | 1,074   | 589  |
| Payments into time deposits  | (100)   | (489)  |
| Proceeds from withdrawal of time deposits  | 14,193  | _  |
| Proceeds from withdrawal of investments in anonymous association                                     | _   | 1,233  |
| Other, net   | 23  | (15)   |
| Net cash provided by (used in) investing activities  | (32,839)  | (112,038)  |
| ash flows from financing activities  |   |  |
| Net increase (decrease) in short-term loans payable  | (13,138)  | (2,828)  |
| Proceeds from long-term loans payable  | 73,692  | 43,861   |
| Repayment of long-term loans payable   | (45,165)  | (66,333)   |
| Payments into deposits of restricted withdrawals   | _   | (6,393)  |
| Proceeds from issuance of bonds  | 8,886   | _  |
| Net increase (decrease) in commercial paper  | 12,000  | 39,400   |
| Cash dividends paid  | _   | (3,359)  |
| Cash dividends paid to non-controlling shareholders  | (1,578)   | (947)  |
| Proceeds from share issuance to non-controlling shareholders   | _   | 6,229  |
| Other, net   | (2,196)   | (4)  |
| Net cash provided by (used in) financing activities  | 32,499  | 9,626  |
| iffect of exchange rate change on cash and cash equivalents  | (189)   | (621)  |
| let increase (decrease) in cash and cash equivalents   | 17,898  | (55,408)   |
| cash and cash equivalents at beginning of period   | 80,765  | 89,418   |
| ncrease in cash and cash equivalents from newly consolidated subsidiary                              |   | 2,107  |
| ncrease (decrease) in cash and cash equivalents resulting from merger of ubsidiaries                 | _   | 8  |
| Decrease in cash and cash equivalents resulting from exclusion of<br>subsidiaries from consolidation | (9,245)   | _  |
| Cash and cash equivalents at end of period   | ¥ 89,418  | ¥ 36,126   |

### **Major Indicators**

### **EBITDA** excluding the Impact of Inventory Valuation

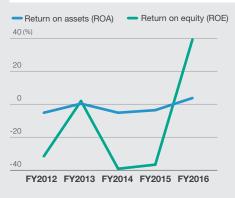
EBITDA excluding the impact of inventory valuation 120,000 (Millions of yen)



|   | FY2012  | FY2013  | FY2014   | FY2015  | FY2016          |
|---|---------|---------|----------|---------|-----------------|
|   |         |         |          |         | Millions of yen |
| Operating income<br>excluding the impact of<br>inventory valuation    | ¥37,158 | ¥23,647 | ¥ 77,730 | ¥38,961 | ¥52,782         |
| Depreciation and amortization <sup>1</sup>                            | 44,953  | 35,330  | 32,399   | 30,713  | 37,769          |
| EBITDA excluding the<br>impact of inventory<br>valuation <sup>2</sup> | 82,111  | 58,977  | 110,129  | 69,674  | 90,551          |

 Including "Recovery of recoverable accounts under production sharing"
 EBITDA excluding the impact of inventory valuation = Operating income excluding the impact of inventory valuation + Depreciation and amortization

**ROA and ROE** 



|   | FY2012    | FY2013    | FY2014    | FY2015    | FY2016          |
|---|-----------|-----------|-----------|-----------|-----------------|
|   |           |           |           |           | Millions of yen |
| Profit (loss) attributable to<br>owners of parent | ¥(85,882) | ¥ 4,348   | ¥(77,729) | ¥(50,230) | ¥ 53,235        |
| Total assets                                      | 1,743,492 | 1,696,831 | 1,428,628 | 1,409,615 | 1,525,679       |
| Total shareholders' equity                        | 230,456   | 231,927   | 167,194   | 108,046   | 164,722         |
| Return on assets (ROA1) (%)                       | (5.0)     | 0.3       | (5.0)     | (3.5)     | 3.6             |
| Return on equity (ROE <sup>2</sup> ) (%)          | (31.4)    | 1.9       | (39.0)    | (36.5)    | 39.0            |

1. ROA = Profit (loss) attributable to owners of parent/Average total assets at beginning and end of the fiscal year × 100 2. ROE = Profit (loss) attributable to owners of parent/Average shareholders' equity at beginning and end of the fiscal year × 100

### **Cash Flows by Activity**

Cash flows from operating activities

Cash flows from investing activities

Cash flows from financing activities

FY2012

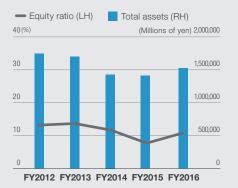
| 200,000 ( | Millions of yen) | _          |          |      |
|-----------|------------------|------------|----------|------|
|           |                  |            |          |      |
| 100,000   | _                |            |          |      |
|           |                  |            |          |      |
| 0         | 1 I.A.           |            |          | _    |
| -100,000  | ТТ               |            |          |      |
| -200,000  |                  |            |          |      |
|           | FY2012 FY2013    | 3 FY2014 F | Y2015 FY | 2016 |

|  |           |          |           |          | Millions of yen |
|--|-----------|----------|-----------|----------|-----------------|
| Cash flows from operating activities         | ¥(20,950) | ¥35,837  | ¥163,384  | ¥18,427  | ¥47,625         |
| Cash flows from investing activities         | (80,481)  | (61,007) | (30,126)  | (32,839) | (112,038)       |
| Cash flows from financing activities         | 104,695   | 12,555   | (178,920) | 32,499   | 9,626           |
| Cash and cash equivalents at the end of year | 129,699   | 123,280  | 80,765    | 89,418   | 36,126          |
|  |           |          |           |          |                 |

FY2013

FY2014

#### Total Assets, Equity Ratio, and Net Debt-to-Equity Ratio (credit rating-based)



|   | FY2012     | FY2013     | FY2014     | FY2015     | FY2016          |
|---|------------|------------|------------|------------|-----------------|
|   |            |            |            |            | Millions of yen |
| Total assets  | ¥1,743,492 | ¥1,696,831 | ¥1,428,628 | ¥1,409,615 | ¥1,525,679      |
| Net interest-bearing debt                                 | 713,190    | 723,257    | 597,701    | 666,179    | 727,259         |
| Net assets excluding non-controlling interests            | 230,456    | 231,927    | 167,194    | 108,046    | 164,722         |
| Equity ratio (%)  | 13.2       | 13.7       | 11.7       | 7.7        | 10.8            |
| Net debt-to-equity ratio (times)<br>(credit rating-based) | 3.1        | 3.1        | 3.6        | 4.6        | 3.6             |

FY2015

FY2016