Presentation on Results for FY2024

May 13, 2025

Idemitsu Kosan Co.,Ltd.

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Highlights

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Results for FY2024

Summary

- ✓ Operating + Equity Income (segment income) excluding inventory impact decreased by ¥95.9 billion y-o-y, mainly due to lower coal price, lower sales volume in Basic Chemical and deteriorate Basic Chemical products market margin
- ✓ Segment income excluding inventory impact is same level as forecasts published in February
- ✓ Net Income excluding inventory impact decreased by ¥20.2 billion compared to the forecasts announced in February, mainly due to ¥12.9 billion of provision of allowance for doubtful accounts to NSRP resulting from deterioration of chemical market margin

[¥ billions]

	FY2023	FY2024	Change	2/12 full-year forecasts FY2024
Operating Income + Equity Income	363.0	184.8	(178.2)	220.0
Inventory impact	*52.5*	*(29.9)*	*(82.3)*	*0.0*
Exc. inventory impact	*310.6*	*214.7*	*(95.9)*	*220.0*
Net Income Attributable to Owners of the Parent	228.5	104.1	(124.5)	145.0
Exc. inventory impact	*192.1*	*124.8*	*(67.3)*	*145.0*

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Forecasts for FY2025

Overview

- ✓ Operating + Equity Income (segment income) excluding inventory impact decreased by ¥67.7 billion y-o-y, mainly due to negative time-lag under drop in crude oil price, and lower coal price
- ✓ Despite extraordinary income increase in 2025 due to accelerate of asset sales, FY2025 ROE is estimated approximately 7%, below published target

[¥ billions]

	FY2024	FY2025	Change
Operating Income + Equity Income	184.8	47.0	(137.8)
Inventory impact	*(29.9)*	*(100.0)*	*(70.1)*
Exc. inventory impact	*214.7*	*147.0*	*(67.7)*
Net Income Attributable to Owners of the Parent	104.1	50.0	(54.1)
Exc. inventory impact	*124.8*	*120.0*	*(4.8)*

Shareholder returns

[FY2024]

- ✓ Dividend：¥36/share (¥18/share for both interim and FY end)
- ✓ Acquisition of treasury shares：Executed of ¥140 billion, including ¥100 billion for revamp of the capital structure, based on the shareholder return policy

[FY2025]

- ✓ No change to the shareholder return policy
- ✓ Dividend：¥36/share (¥18/share for both interim and FY end)

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Results for FY2024

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Topics

Trends in Petroleum Demand and Sales

- ✓ Gasoline demand decreased due to improved fuel efficiency. Diesel oil demand also decreased due to streamlined logistics
- ✓ Decline in Jet fuel sales, although at the same level as last year for airlines, due to decrease in tender sales, etc. Total Jet fuel sales including foreign airlines is same level as last year

	FY2022	**FY2023**	**FY2024**
Core products	100.9%	**97.5%**	**98.6%**
Gasoline	*101.3%*	***97.9%***	***98.1%***
Domestic Jet fuel	136.8%	**105.7%**	**96.3%**

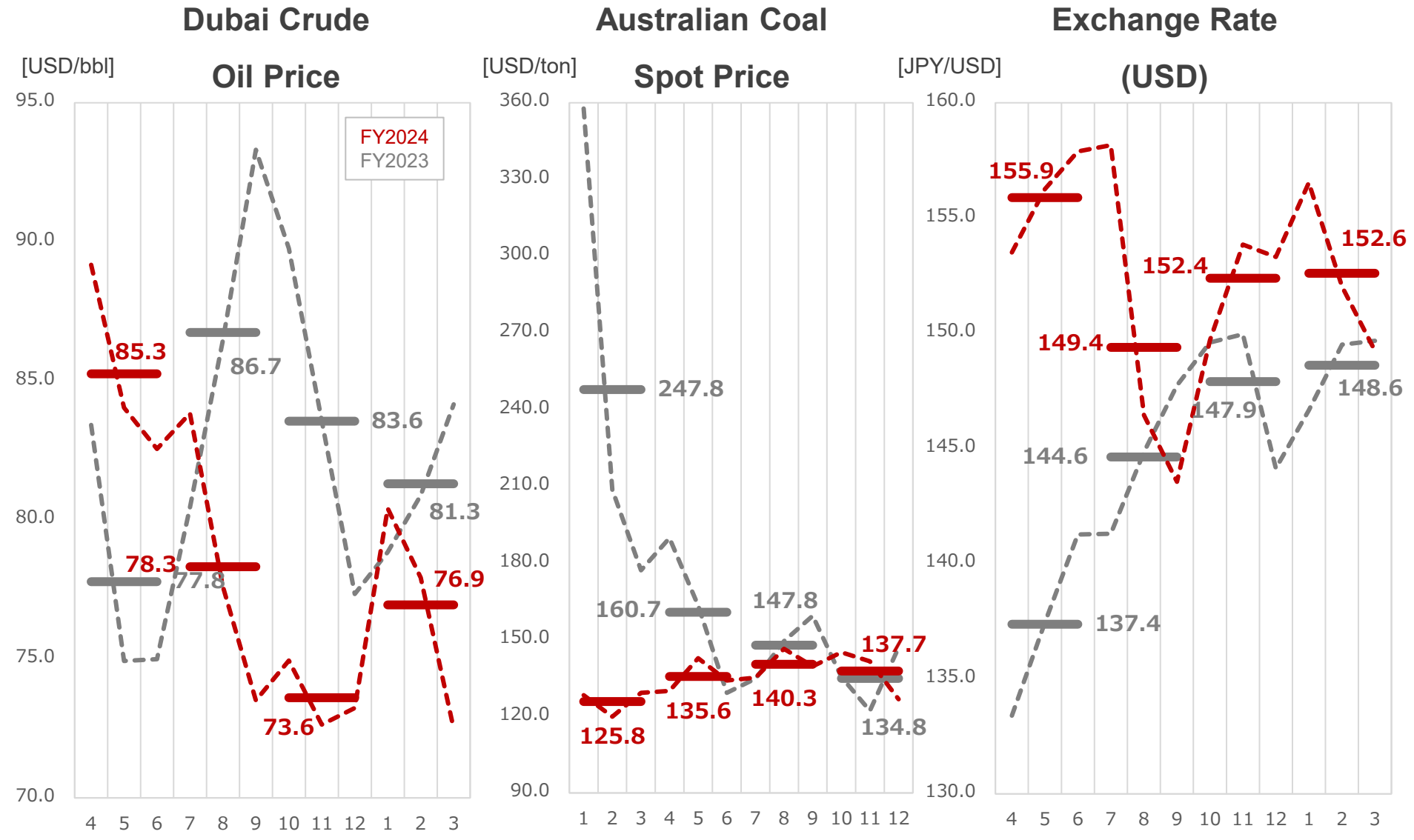
* Idemitsu sales growth rate (y-o-y)

Situation of Nghi Son Refinery in Vietnam

- ✓ Operating loss in FY2024 due to deteriorate in products margin despite of high utilization. Zero equity income/losses on consolidated basis due to the provision of allowance for doubtful accounts reported in past year
- ✓ Operating Income is estimated positive FY2025 due to continuous high utilization, however, net income is estimated negative due to interest burden. Zero equity income/losses on consolidated basis due to the provision of allowance for doubtful accounts reported in past year. Continuing discussions between sponsors

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Operating Environment



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Overview

Crude Oil/Coal/Exchange Rate

[USD/bbl, USD/ton, JPY/USD]

	FY2023	FY2024	Change	
Crude Oil (Dubai)	82.3	78.5	(3.8)	(4.7%)
Crude Oil (Brent)*	82.6	80.7	(1.9)	(2.4%)
Australian Coal Spot Price*	172.8	134.8	(38.0)	(22.0%)
Exchange Rate (TTM)	144.6	152.6	+8.0	+5.5%

*Brent prices and Australian coal spot prices are averages based on the calendar year (Jan-Dec).

Consolidated Income Statement(Summary)

[¥ billions]

	FY2023	FY2024	Change	
Net Sales	8,719.2	9,190.2	+471.0	+5.4%
Operating Income	346.3	162.2	(184.1)	(53.2%)
Inventory impact	*52.5*	*(29.9)*	*(82.3)*	–
Equity Income	16.7	22.6	+5.9	+35.2%
Operating Income + Equity Income	**363.0**	**184.8**	**(178.2)**	**(49.1%)**
Excluding inventory impact	***310.6***	***214.7***	***(95.9)***	***(30.9%)***
Ordinary Income	385.2	214.8	(170.5)	(44.3%)
Extraordinary Income/Losses	(58.5)	(56.4)	+2.1	–
Net Income Attributable to Owners of the Parent	**228.5**	**104.1**	**(124.5)**	**(54.5%)**
Excluding inventory impact	***192.1***	***124.8***	***(67.3)***	***(35.0%)***

*Gross average method of inventory valuation
*Inventory impact represents the impact of inventory valuation and the reduction in book value of inventory assets

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Segment Information

Operating + Equity Income

	FY2023	FY2024	Change	
Petroleum	219.7	122.1	(97.5)	(44.4%)
Excluding inventory impact	*167.2*	*152.0*	*(15.2)*	(9.1%)
Basic Chemicals	22.0	(8.0)	(30.0)	–
Functional Materials	27.6	28.2	+0.7	+2.4%
Power and Renewable Energy	(7.6)	(12.3)	(4.7)	–
Resources*	116.9	77.4	(39.6)	(33.9%)
Oil Exploration and Production	*19.1*	*18.7*	*(0.4)*	*(2.3%)*
Coal	*97.8*	*58.7*	*(39.2)*	*(40.0%)*
Others/Reconciliation	(15.6)	(22.7)	(7.1)	–
Total	363.0	184.8	(178.2)	(49.1%)
Excluding inventory impact	*310.6*	*214.7*	*(95.9)*	(30.9%)

*Fiscal year for IIN in Oil E&P and Coal included in the Resources Segment end in Dec.

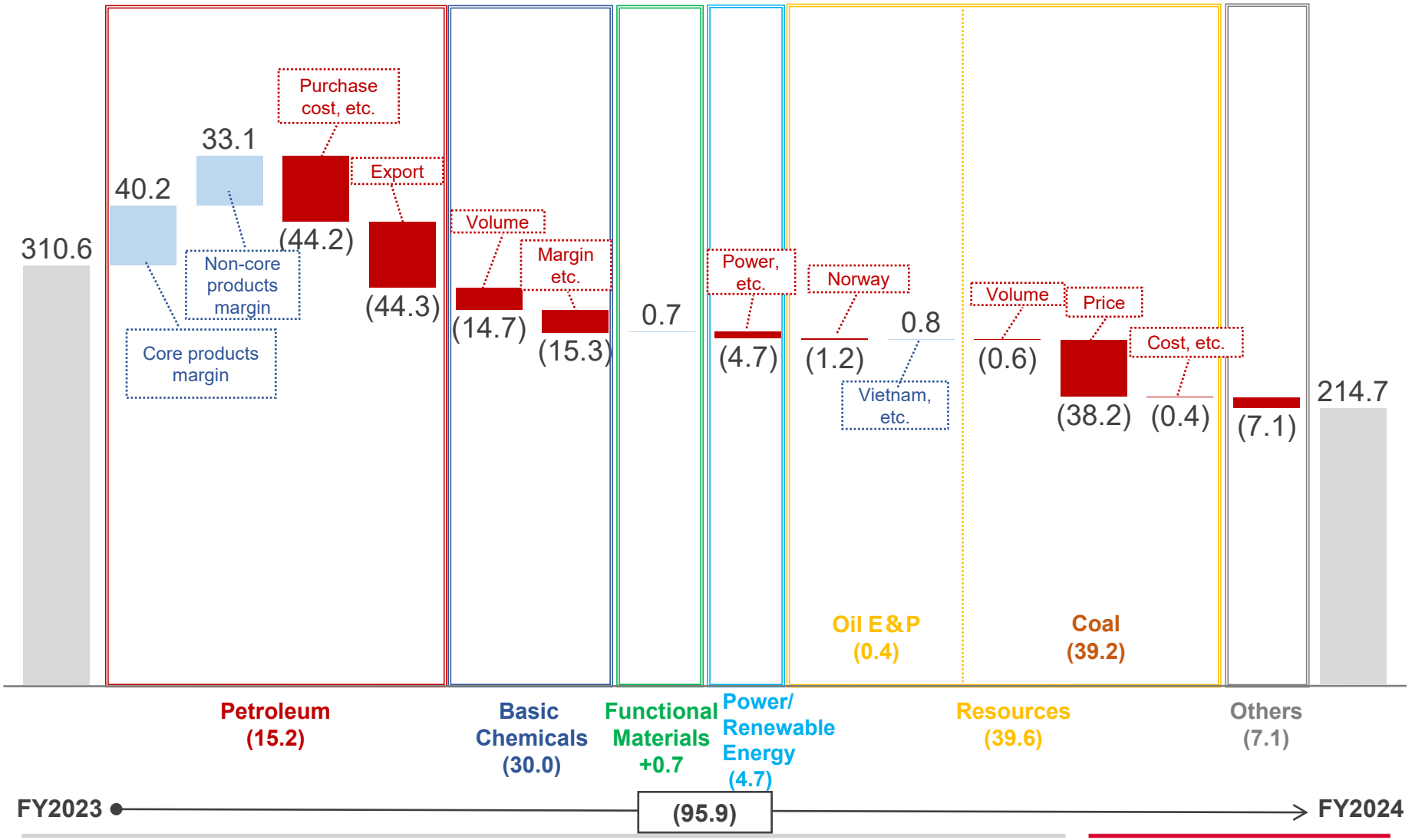
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Segment Information

Factors Affecting Operating + Equity Income (excluding inventory impact, y-o-y)

[¥ billions]

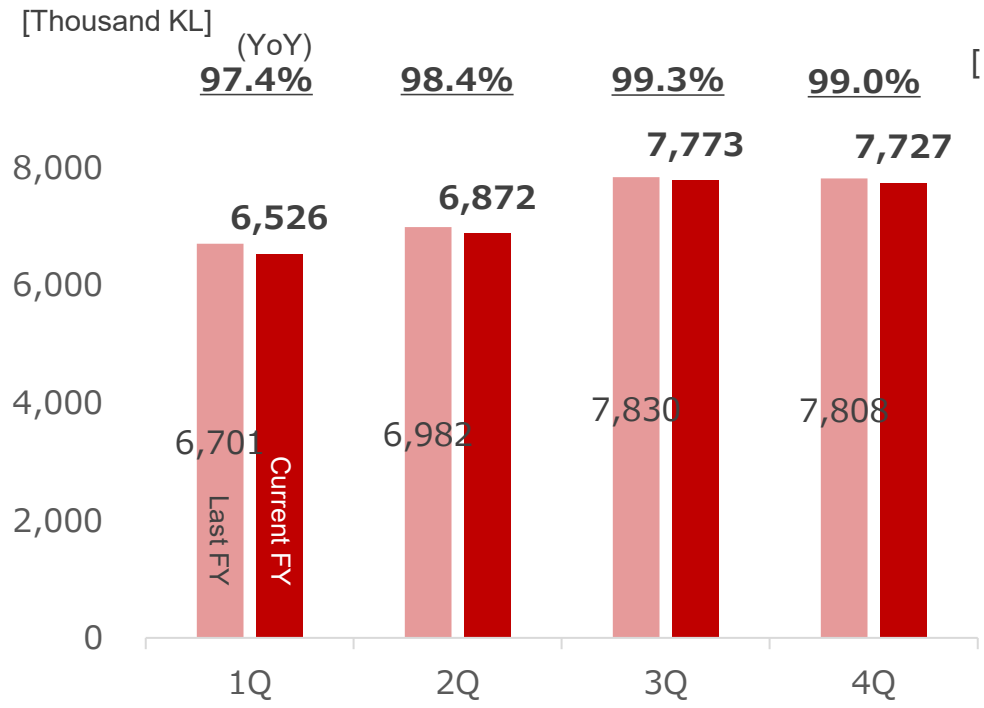


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Segment Information

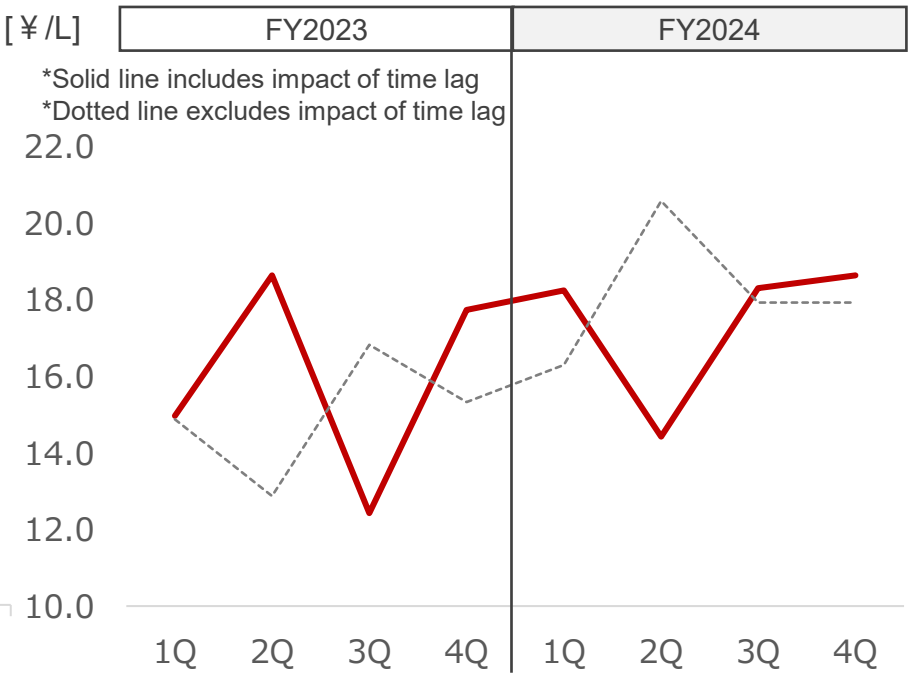
[Petroleum] YoY -¥15.2 bn (FY23 : ¥167.2 bn ➡ FY24 : ¥152.0 bn)

[Y-o-y change in Petroleum sales volume (core products)]



[Trends in Domestic Petroleum Product Margin*]

*Average margin of gasoline, diesel oil, kerosene, and heavy oil A (domestic spot –crude oil)



✓ Decreased as a result of decline export volume due to equipment trouble and deteriorate in foreign margin despite of robust domestic margin

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Segment Information

[Basic Chemicals] YoY-¥30.0 bn (FY23: ¥22.0 bn ➡ FY24: -¥8.0 bn)

- ✓ Sales volume decreased due to equipment troubles and scheduled maintenance
- ✓ Product margin deteriorated in total mainly due to PX and MX margin shrinking

[USD/ton]

Product	FY2023		FY2024		Change	
	Price	Margin	Price	Margin	Price	Margin
PX	1,036	**388**	921	**253**	(116)	**(134)**
MX	933	**284**	816	**149**	(116)	**(135)**
SM	1,052	**403**	1,101	**434**	+49	**+31**

[Functional Materials] YoY+¥0.7 bn (FY23: ¥27.6 bn ➡ FY24: ¥28.2 bn)

- ✓ Lubricants: Increased mainly due to the improved sales portfolio
- ✓ Performance chemicals: Decreased due to sales volume decline by scheduled maintenance etc.
- ✓ Asphalts: Decreased mainly due to rise in raw material cost such as fraction of heavy fuel

[Power/Renewable Energy] YoY-¥4.7 bn (FY23: -¥7.6 bn ➡ FY24 : -¥12.3 bn)

- ✓ Power: Decreased mainly due to increased procurement costs as a result of equipment problems and increased biomass raw material costs
- ✓ Solar Frontier: Improved due to the cost reductions from structural reforms
- ✓ Overseas businesses: Decreased due to the sales pricing factor, etc.

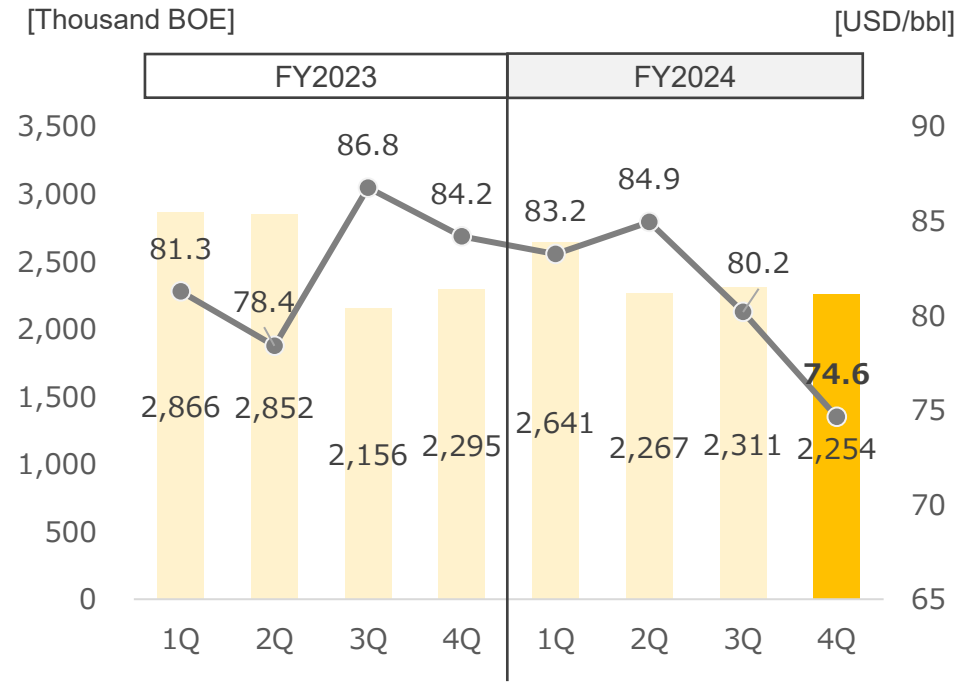
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Segment Information

[Oil E&P] YoY -¥0.4 bn

(FY23 : ¥19.1 bn ➡ FY24 : ¥18.7 bn)

<Crude Oil Production Volume and Brent Crude Oil Price Trends>



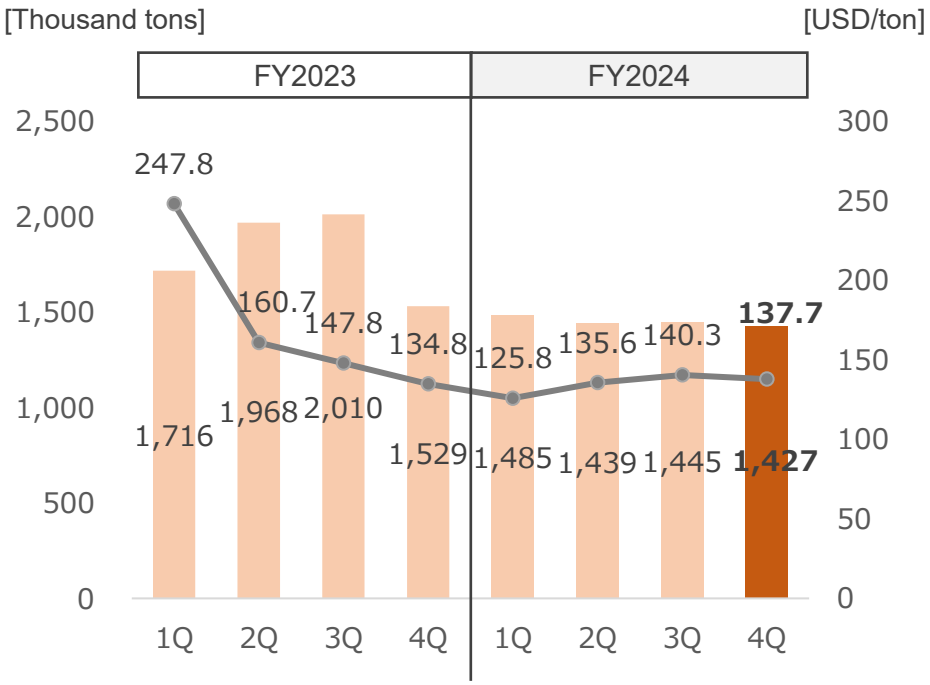
✓ Same level as last year mainly due to JPY depreciation despite of lower production and decline of crude price

*Figures reflect share of rights owned in resource development affiliates

[Coal] YoY -¥39.2 bn

(FY23 : ¥97.8 bn ➡ FY24 : ¥58.7 bn)

<Coal Production Volume and Australian Coal Spot Price Trends>



✓ Decreased mainly due to the pricing factor under the declining market condition

* Terminated mining at Muswellbrook in March 2023 and sold Ensham in August 2023

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Balance Sheet

[¥ billions]

	3/31/2024	3/31/2025	Change		3/31/2024	3/31/2025	Change
Cash and Deposits	139.3	165.8	26.4	Total Current Liabilities	2,192.5	2,097.4	(95.1)
Receivables, Inventory, etc.	2,777.5	2,484.1	(293.4)	Total Fixed Liabilities	1,007.3	940.5	(66.8)
Total Current Assets	2,916.8	2,649.9	(267.0)	Total Liabilities	3,199.8	3,037.9	(161.9)
Tangible Fixed Assets	1,362.6	1,374.0	11.4	Shareholders' Equity and Other Comprehensive Income	1,799.9	1,720.4	(79.5)
Other Fixed Assets	732.9	751.7	18.8	Noncontrolling Interests	12.6	17.3	4.7
Total Fixed Assets	2,095.5	2,125.7	30.3	Total Net Assets	1,812.5	1,737.7	(74.8)
Total Assets	5,012.3	4,775.6	(236.7)	Total Liabilities and Net Assets	5,012.3	4,775.6	(236.7)

Net D/E ratio	0.67	0.62	(0.05)
Total Interest-bearing debt	1,342.7	1,237.0	(105.7)
Equity ratio	35.9%	36.0%	0.1%

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Statement of Cash Flows

[¥ billions]

Cash Flow from Operating Activities	**476.7**
Net Income before tax	158.4
Depreciation Expense	105.1
Change in Working Capital	261.4
Other	(48.2)
Cash Flow from Investing Activities	**(118.5)**
Purchase of tangible fixed assets	(116.2)
Other	(2.3)
Cash Flow from Financing Activities	**(343.5)**
Change in borrowings	(130.1)
Dividend payments and share buyback	(211.5)
Other	(1.9)
Translation gains/losses	2.0
Change in cash and deposits	16.8
Cash and Cash Equivalents - Beginning Balance*	**147.5**
Cash and Cash Equivalents - Ending Balance	**164.3**

*including affect of changing financial year in group companies (+10.6bn)

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Forecasts for FY2025

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Impact of U.S. Tariffs on FY2025

- Although the direct impact of imports/exports to U.S. is limited, the indirect impact of U.S. tariffs by fluctuation of Crude oil, Exchange rate etc. and global economic slowdown is expected. The degree of indirect impact is difficult to estimate

【Direct impact】

✓ Functional Materials
Decline in sales volume of lubricants due to decrease in car exports to U.S.

【Indirect impact】

✓ Petroleum
Time-lag and inventory impact due to drop in crude price
Decrease in export profit due to deteriorate in foreign product margin

✓ Basic Chemicals
Deteriorate of product margin

✓ Functional Materials
Decline in sales volume due to demand decline

✓ Resources
Decrease profit due to drop in crude oil price and coal price

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Forecasts for FY2025

Crude Oil/Coal/Exchange Rate

[USD/bbl, USD/ton, JPY/USD]

	FY2024	FY2025	Change	
Crude Oil (Dubai)	78.5	65.0	(13.5)	(17.2%)
Crude Oil (Brent)*	80.7	67.0	(13.7)	(17.0%)
Australian Coal Spot Price *	134.8	95.0	(39.8)	(29.5%)
Exchange Rate (TTM)	152.6	145.0	(7.6)	(5.0%)

*Brent prices and Australian coal spot prices are averages based on the calendar year (Jan-Dec).

Consolidated Income Statement(Summary)

[¥ billions]

	FY2024	FY2025	Change	
Net Sales	9,190.2	7,900.0	(1,290.2)	(14.0%)
Operating Income	162.2	37.0	(125.2)	(77.2%)
Inventory impact	*(29.9)*	*(100.0)*	*(70.1)*	–
Equity Income	22.6	10.0	(12.6)	(55.8%)
Operating Income + Equity Income	**184.8**	**47.0**	**(137.8)**	**(74.6%)**
Excluding inventory impact	***214.7***	***147.0***	***(67.7)***	***(31.5%)***
Ordinary Income	**214.8**	**56.0**	**(158.8)**	**(73.9%)**
Extraordinary Income/Losses	**(56.4)**	**9.0**	**+65.4**	–
Net Income Attributable to Owners of the Parent	**104.1**	**50.0**	**(54.1)**	**(51.9%)**
Excluding inventory impact	***124.8***	***120.0***	***(4.8)***	***(3.8%)***

*Gross average method of inventory valuation
*"Inventory impact" represents the impact of inventory valuation and the reduction in book value of inventory assets

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Sensitivity

	Assumption Items	Assumption (FY25)	Range of fluctuation	Segment	Operating income impact (¥ billions)
Excluding inventory impact	Crude oil price	65.0$/bbl	±10$/bbl	Petroleum	±30
	Singapore product margin	–	±5$/bbl		±32
	Exchange rate	145.0¥/$	±5¥/$		±8
	Thermal coal price	95.0$/t	±10$/t	Resources (Coal)	±5
Inventory impact	Crude oil price	65.0$/bbl	±10$/bbl	Petroleum	±68
	Exchange rate	145.0¥/$	±5¥/$		±18

- After publishing U.S. tariff, Crude oil price dropped by 10$/bbl, Exchange rate changed by 5¥/$
- Impact of above fluctuation is ±¥124 billion including inventory impact
  (Crude oil price ±10$/bbl：±¥98 billion、Exchange rate ±5¥/$：±¥26 billion)

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Segment Information

Operating + Equity Income

[¥ billions]

	FY2024	FY2025	Change	
Petroleum	122.1	(10.0)	(132.1)	–
Excluding inventory impact	*152.0*	*90.0*	*(62.0)*	(40.8%)
Basic Chemicals	(8.0)	6.0	+14.0	–
Functional Materials	28.2	36.0	+7.8	+27.5%
Power and Renewable Energy	(12.3)	1.0	+13.3	–
Resources*	77.4	34.0	(43.4)	(56.0%)
Oil Exploration and Production	*18.7*	*11.0*	*(7.7)*	*(41.1%)*
Coal	*58.7*	*23.0*	*(35.7)*	*(60.8%)*
Others/Reconciliation	(22.7)	(20.0)	+2.7	–
Total	184.8	47.0	(137.8)	(74.6%)
Excluding inventory impact	*214.7*	*147.0*	*(67.7)*	*(31.5%)*

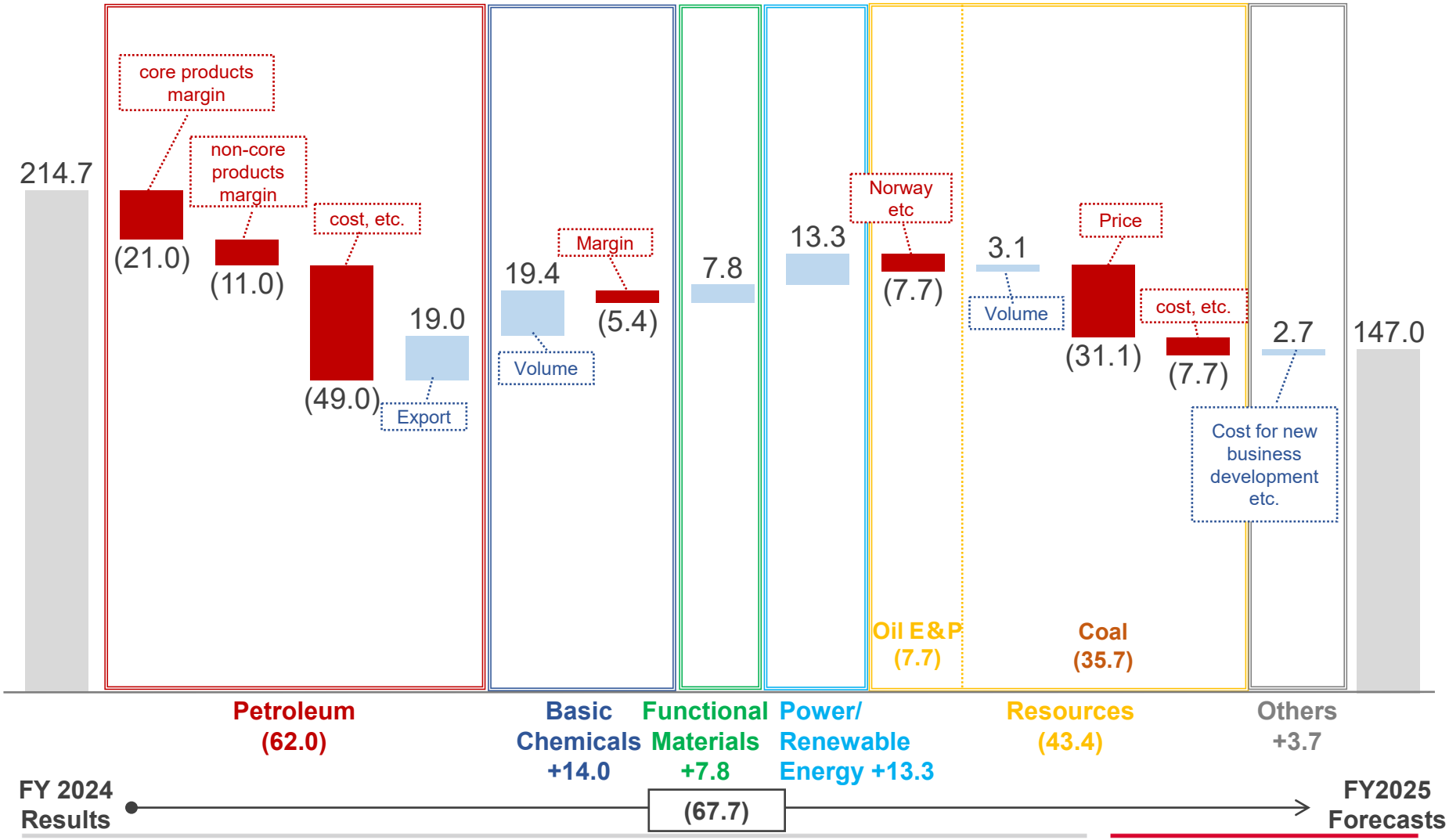
*Fiscal year for Oil E&P and Coal included in the Resources Segment end in Dec.

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Segment Information

Factors Affecting Operating + Equity Income (excluding inventory impact, Compared to FY 2024)

[¥ billions]



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Segment Information

[Petroleum] -¥62.0 bn (FY24: ¥152.0 bn ➡ FY25: ¥90.0 bn)

- ✓ Shrinking domestic margin due to elimination of temporary upside factors
- ✓ Decreases mainly due to domestic demand decline and increase of maintenance cost by inflation etc.

[Basic Chemicals] +¥14.0 bn (FY24: -¥8.0 bn ➡ FY25: ¥6.0 bn)

- ✓ Increases due to rise in sales volume by reversal of equipment trouble despite of shrinking margin based on current market margin

[USD/ton]

Product	FY 2024		FY 2025		Change	
	Price	Margin	Price	Margin	Price	Margin
PX	921	**253**	714	**180**	(207)	**(73)**
MX	816	**149**	634	**100**	(183)	**(49)**
SM	1,101	**434**	956	**420**	(145)	**(14)**

[Functional Materials] +¥7.8 bn (FY24: ¥28.2 bn ➡ FY25: ¥36.0 bn)

- ✓ Functional chemicals: Increases due to rise in sales volume by reversal of equipment trouble, etc.
- ✓ Asphalt: Increases due to decrease in raw material cost such as heavy oil fractions
- ✓ Agri life: Increases due to taking in the profit of Agro-Kanesho

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Segment Information

[Power/Renewable Energy]
+¥13.3 bn (FY24: -¥12.3 bn ➡ FY25: ¥1.0 bn)

- ✓ Power: Increases due to reversal of equipment trouble in 2024, etc
- ✓ Solar Frontier: Increases mainly due to sales expansion
- ✓ Overseas businesses: Increases due to the sales pricing factor, etc.

[Oil E&P] -¥7.7 bn (FY24: ¥18.7 bn ➡ FY25: ¥11.0 bn)

- ✓ Decreases due to decline in sales volume and drop in crude price

[Coal] -¥35.7 bn (FY24: ¥58.7 bn ➡ FY25: ¥23.0 bn)

- ✓ Decreases due to drop in coal price, etc.

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Financial forecasts（Balance Sheet, Cash Flows)

[¥billions]

	3/31/2026		3/31/2026
Current Assets	2,210	Liabilities	2,950
Fixed Assets	2,470	Net Assets	1,730
Total Assets	4,680	Total Liabilities and Net Assets	4,680

Net D/E ratio	0.70
Total interest-bearing debt	1,300
Equity ratio	36.5%

Operating Cash Flows	**399**
Net Income	65
Depreciation Expense	121
Other	213
Investing Cash Flows	**(454)**
Strategic Investments	(321)
Maintenance Investments	(125)
Other	(8)
Financing Cash Flows	**0**
Shareholder returns	(60)
Change in borrowings, etc.	60
Change in cash	**(55)**

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Investments

[¥ billion]

	FY2024 Results	FY2025 Forecast
CN	41.9	73.0
Growth	60.5	248.0
Strategic	102.4	321.0
Maintenance	66.0	125.0
Total	**168.4**	**446.0**

※Amount based on expenditures

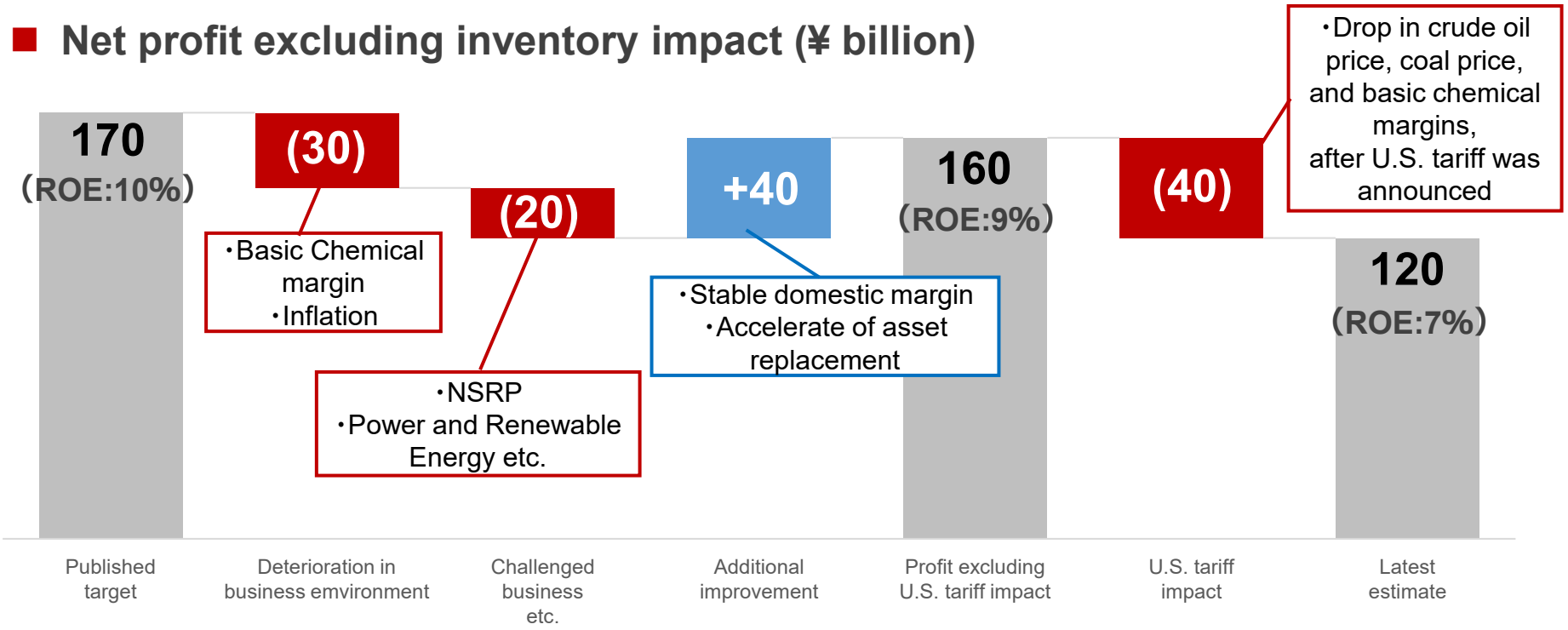
- ✓ 3-year cumulative investment amount is ¥730 billion, same as initial Medium-Term Plan
- ✓ TOB for Agro-Kanesho, investment in HIF Global (the world's leading e-Fuels company) and investments related to solid electrolyte are main items of Strategic investment in FY2024
- ✓ M&A and investments related to solid electrolytes are main items of Strategic investment in FY2025

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Compare to published FY2025 target (ROE10%)

Net profit excluding inventory impact (¥ billion)



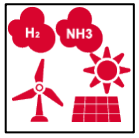
- ✓ Real profit level excluding U.S. tariff impact does not achieve the published target mainly due to deterioration in basic chemical margin and delay of improving challenged business, although, additional improvement, improving domestic margin etc. are partially offset
- ✓ Estimated Net Income FY2025 is below the published target by ¥50 billion due to U.S. tariff impact addition to that
- ✓ Additional effort will be proceeded for further improving; stable operation in refinery, expanding trading business, accelerate in M&A

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Progress on the Medium-Term Plan

*The icons on topics (from next page) related to progress in the medium-term plan shows business areas below



Energy one step ahead



Diverse resource conservation /circulation solutions



Smart Yorozuya

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Progress on Medium-Term Plan

3-year Plan and Forecast

[¥ billions]

	Initial Medium-Term Plan	Latest Forecasts	Change
Operating income + equity method*	560.0	672.2	+112.2
Net income*	380.0	436.9	+56.9
Cash flows	910.0	1,345.2	+435.2

Financial Condition at the end of FY24

ROE*	Equity Ratio	Net D/E	Shareholders' Equity
7.1%	36.0%	0.62	¥1.72 trillion

- ✓ 3-year cumulative profit and cash flow exceed initial Medium-Term Plan
- ✓ Acquisition of treasury share of ¥100 billion to revamp the capital structure was executed in FY2024. Efforts to secure robust financial base and improve capital efficiency are ongoing

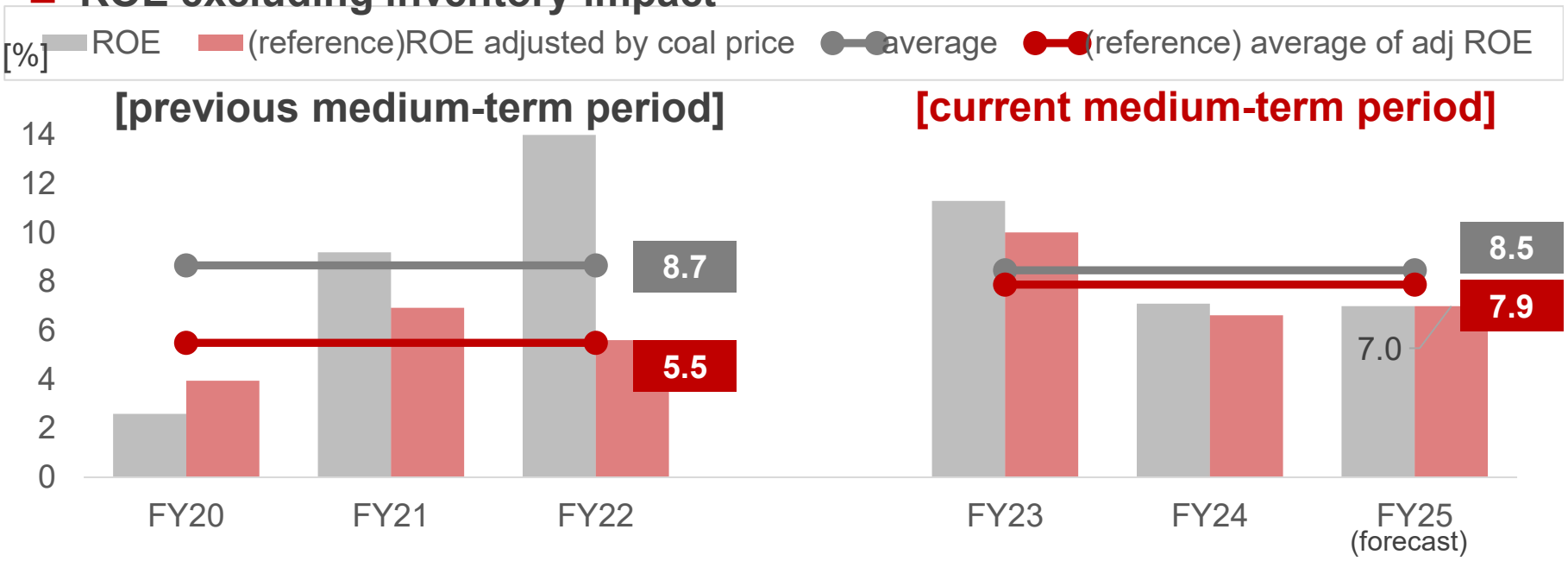
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* Excluding inventory impact

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Progress on the Medium-Term Plan

ROE excluding inventory impact



- ROE estimate excluding inventory impact is almost 9%, which is at the same level as previous medium-term period
- ROE estimate adjusted by coal price is approximately 8% in current medium-term period. It has been improving due to stable domestic margin, business restructuring including exit from low profitable business and revamping the capital structure
- ROE estimate in FY2025 is 7% due to unclear business environment. Additional efforts will be proceeded for further improving

※ROE adjusted by coal price:
calculated by adjusting coal price to 95$/t, that is the assumption for FY2025 forecasts

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Topics related to Progress on the Medium-term Plan (1/2)

Decided to construct a large-scale production facility for lithium sulfide, an intermediate raw material for the mass production of all-solid-state battery



✓ Idemitsu will expand our production capacity of lithium sulfide, an important intermediate raw material for solid electrolytes, to the world's top class level (equivalent to 3 GWh/year of storage batteries) and establish an integrated value chain from raw materials to intermediate materials and products.

（Link to our disclosure document）
https://www.idemitsu.com/jp/news/2024/250227_en.pdf

Completed construction to increase capacity of Plant 1, small pilot facilities for mass production of solid



✓ Completed construction to increase the capacity of its Plant, a small pilot facilities for the mass production of solid

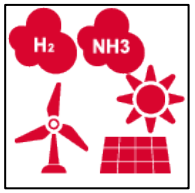
✓ Idemitsu have expanded our solid electrolyte sample supply capacity from several tons per year to more than a dozen tons per year. We also have facilities for mass production technology development. Idemitsu will accelerate technological verification to establish mass production technology in a large pilot facility as the next stage, aiming for practical application of all-solid-state

（Link to our disclosure document）
https://www.idemitsu.com/jp/news/2025/250421_en.pdf

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Topics related to Progress on the Medium-term Plan (2/2)

■ HEFA-SAF Production Project at Tokuyama Complex has adopted by the Ministry of Economy, Trade and Industry (METI) as part of its investment promotion program using GX Economic Transition Bonds



✓ HEFA[*1]-SAF Production Project at Tokuyama Complex has adopted on February 20, 2025 by the METI as part of its investment promotion program using GX Economic Transition Bonds

(Link to our disclosure document, Japanese only)
https://www.idemitsu.com/jp/news/2024/250221_2.pdf

※1 HEFA（Hydroprocessed Esters and Fatty Acids）：Technology and process for producing SAF from hydroprocessed esters and fatty acids obtained by hydrotreating of vegetable oils and other materials. Certified as “ASTM D7566 Annex 2,” the international standard for SAF

■ Selected as a Nadeshiko Brand for the third consecutive year

✓ Listed companies that actively promote female advancement, selected jointly by METI and the TSE

(Link to our disclosure document, Japanese only)
https://www.idemitsu.com/jp/news/2024/250328.pdf

■ ESG Top Seminar Held on April 15

✓ Director, Executive Vice President Masahiko Sawa*, Outside Director Takeo Kikkawa and Jun Suzuki attended as speakers

(Explanatory movie, Japanese only)
https://players.brightcove.net/5260471200001/default_default/index.html?videoId=6371579603112

(Explanatory meeting materials, Japanese only as for now)
https://ssl4.eir-parts.net/doc/5019/announcement6/108828/01.pdf

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Reference

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Operating + Equity Income
(Exc. Inventory impact, vs. medium-term plan)

[¥ billions]

	Latest forecasts as of May 2025				Medium-term plan announced in November 2022			
	FY23	FY24	FY25	3-year	FY23	FY24	FY25	3-year
Petroleum	167.2	152.0	90.0	409.2	73.0	102.0	84.0	259.0
Basic Chemicals	22.0	(8.0)	6.0	20.1	21.0	26.0	33.0	80.0
Functional Materials	27.6	28.2	36.0	91.8	19.0	28.0	42.0	89.0
Power and Renewable Energy	(7.6)	(12.3)	1.0	(18.9)	0.0	3.0	6.0	9.0
Resources	116.9	77.4	34.0	228.3	85.0	54.0	42.0	181.0
Others	(15.6)	(22.7)	(20.0)	(58.2)	(23.0)	(18.0)	(17.0)	(58.0)
Total	310.6	214.7	147.0	672.2	175.0	195.0	190.0	560.0

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ROE/ROIC Performance

[%]	Category 1	Category 2	FY20	FY21	FY22	FY23	FY24
ROE	Inc. inventory impact	Overall	3.0	21.8	16.8	13.4	5.9
	Exc. inventory impact	Overall	2.6	9.2	14.2	11.3	7.1
ROIC	Exc. inventory impact	Overall	2.8	6.8	6.2	8.4	6.0
	Exc. inventory impact (adjusted)	Overall for existing businesses	-	-	3.4	4.8	6.5
		Petroleum + Basic Chemicals	-	-	2.3	4.5	7.2
		Functional Materials	-	-	4.5	7.3	7.8
		Power/ Renewable Energy	-	-	0.3	▲3.6	▲4.7
		Resources	-	-	17.2	17.9	21.0

[Formulas]
- ROE: Net income attributable to owners of the parent / average of FY beginning and FY end shareholders' equity
- ROIC: (Post-tax operating income + equity income excluding inventory impact) / (shareholder' equity + interest-bearing liabilities)*

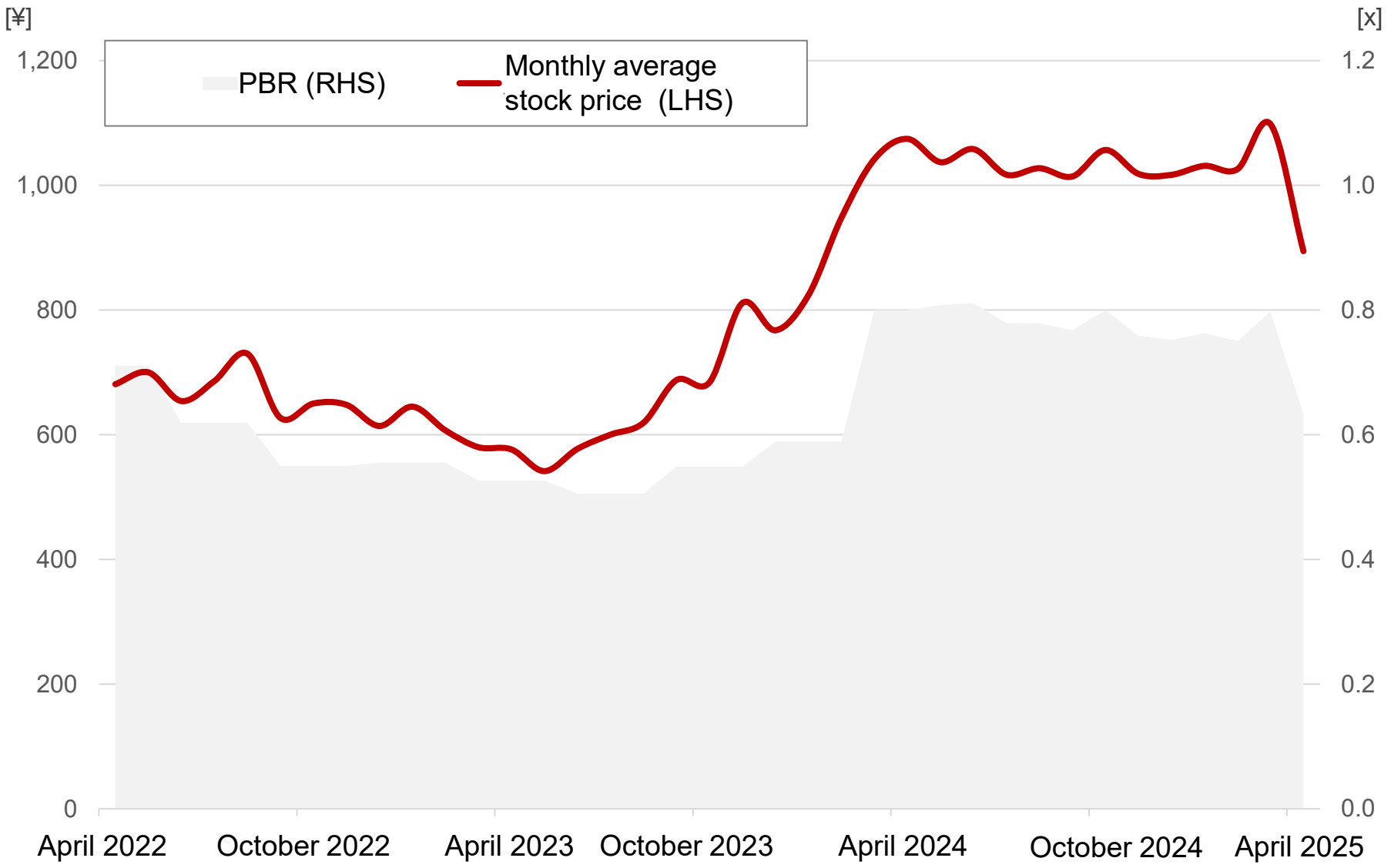
  * Land marked to market; reserve borrowings excluded from calculations as they create no effective burden

[Notes]
- ROIC: ROIC by segment disclosed from FY22 onward
- ROIC (actual): Adjusts for time lag in the petroleum segment and coal prices in the resources segment (to $120/t as assumed in the FY25 plan) to facilitate comparison by eliminating major external factors

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Stock Price/PBR Performance



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Financial Results

Net Sales by segment

[¥ billions]

	FY2023	FY2024	Change	
Petroleum	7,080.8	7,696.4	+615.6	+8.7%
Basic Chemicals	601.6	587.2	(14.4)	(2.4%)
Functional Materials	515.4	503.4	(12.0)	(2.3%)
Power and Renewable Energy	141.5	127.6	(13.9)	(9.9%)
Resources*	370.5	265.2	(105.2)	(28.4%)
Oil Exploration and Production	*38.3*	*40.4*	*+2.1*	*+5.4%*
Coal	*332.1*	*224.8*	*(107.3)*	*(32.3%)*
Others/Reconciliation	9.5	10.5	+0.9	+9.9%
Total	8,719.2	9,190.2	+471.0	+5.4%

*Fiscal year for IIN in Oil E&P and Coal included in the Resources Segment end in Dec.

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Financial Results

Quarterly segment income (cumulative, exc. inventory impact)

[¥ billions]

	FY2023				FY2024			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Petroleum	18.4	105.0	114.1	167.2	47.8	62.8	109.6	152.0
Equity income	4.9	3.8	6.9	9.9	5.1	10.8	15.3	13.7
Basic Chemicals	(1.4)	12.0	21.4	22.0	7.5	3.4	(4.2)	(8.0)
Equity income	(0.6)	(1.0)	(1.8)	(4.0)	(0.3)	0.3	1.0	2.0
Functional Materials	5.5	13.4	22.8	27.6	7.8	16.0	22.7	28.2
Equity income	(0.2)	(0.1)	0.4	0.3	0.1	0.3	0.3	0.3
Power and Renewable Energy	(0.5)	(0.4)	(2.3)	(7.6)	(3.0)	(5.8)	(7.1)	(12.3)
Equity income	0.3	0.3	0.8	0.3	(0.3)	(0.6)	(0.7)	(0.9)
Resources								
-Oil Exploration and Production	5.7	10.5	13.3	19.1	6.5	9.9	13.6	18.7
Equity income	3.5	5.3	7.3	10.3	3.1	5.6	7.1	9.2
-Coal	34.7	59.3	76.4	97.8	18.3	32.8	46.0	58.7
Equity income	(0.0)	(0.0)	(0.0)	(0.1)	(0.0)	(0.1)	(0.2)	(0.3)
Others/Reconciliation	(5.1)	(5.2)	(11.5)	(15.6)	(2.8)	(5.1)	(12.1)	(22.7)
Equity income	0.0	0.0	(0.0)	(0.0)	(0.0)	(0.2)	(0.7)	(1.5)
Total	57.4	194.6	234.1	310.6	82.2	114.0	168.5	214.7
Equity income	7.8	8.3	13.6	16.7	7.6	16.1	22.2	22.6

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Financial Results

Quarterly segment income (Q on Q, exc. inventory impact)

[¥ billions]

	FY2023				FY2024			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Petroleum	18.4	86.6	9.0	53.1	47.8	14.9	46.9	42.4
Equity income	4.9	(1.0)	3.1	3.0	5.1	5.7	4.4	(1.5)
Basic Chemicals	(1.4)	13.4	9.4	0.7	7.5	(4.1)	(7.6)	(3.8)
Equity income	(0.6)	(0.4)	(0.8)	(2.2)	(0.3)	0.6	0.7	1.0
Functional Materials	5.5	7.8	9.4	4.8	7.8	8.2	6.7	5.6
Equity income	(0.2)	0.1	0.5	(0.1)	0.1	0.2	0.0	(0.0)
Power and Renewable Energy	(0.5)	0.1	(1.9)	(5.3)	(3.0)	(2.8)	(1.3)	(5.2)
Equity income	0.3	0.0	0.4	(0.5)	(0.3)	(0.3)	(0.0)	(0.3)
Resources								
-Oil Exploration and Production	5.7	4.8	2.8	5.9	6.5	3.4	3.7	5.1
Equity income	3.5	1.8	2.1	3.0	3.1	2.6	1.5	2.1
-Coal	34.7	24.6	17.2	21.4	18.3	14.6	13.2	12.7
Equity income	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.1)	(0.1)
Others/Reconciliation	(5.1)	(0.1)	(6.3)	(4.1)	(2.8)	(2.3)	(7.1)	(10.5)
Equity income	0.0	0.0	(0.0)	0.0	(0.0)	(0.2)	(0.5)	(0.8)
Total	57.4	137.1	39.6	76.4	82.2	31.9	54.5	46.2
Equity income	7.8	0.5	5.2	3.2	7.6	8.5	6.1	0.4

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Sales Volume

Petroleum

[thousand KL,%]

	FY2023	FY2024	Change	
Gasoline	12,597	12,355	(242)	(1.9%)
Naphtha	351	648	+297	+84.8%
Jet Fuel	2,502	2,409	(92)	(3.7%)
Kerosene	3,557	3,379	(178)	(5.0%)
Diesel Oil	10,031	10,028	(4)	(0.0%)
Heavy Fuel Oil A	3,135	3,135	+0	+0.0%
Heavy Fuel Oil C	2,359	1,792	(567)	(24.0%)
Total Domestic Sales Volume	**34,532**	**33,747**	**(786)**	**(2.3%)**
Exported Volume	7,477	5,841	(1,636)	(21.9%)
Total Sales Volume	**42,009**	**39,588**	**(2,422)**	**(5.8%)**

*Export includes bond sales of jet fuel and heavy fuel oil C

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Sales Volume

Basic Chemicals

[kt,%]

	FY2023	FY2024	Change	
Basic Chemicals	3,497	3,050	(447)	(12.8%)

Functional Materials

[KKL,kt,%]

	FY2023	FY2024	Change	
Lubricants	1,136	1,098	(38)	(3.3%)
Performance Chemicals	672	470	(202)	(30.1%)

*Lubricants include sales overseas

Power/Renewable Energy

[Mkwh,%]

	FY2023	FY2024	Change	
Retail Power Sales	1,948	1,746	(202)	(10.3%)

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Production Volume

Resources (Oil E&P)

[KBOED,%]

	FY2023	FY2024	Change	
Vietnam	14.1	13.5	(0.5)	(3.9%)
Norway	13.8	12.4	(1.4)	(10.2%)
Total('000BOED)	27.9	25.9	(1.9)	(7.0%)
Total('000BOE)	10,170	9,473	(697)	(6.9%)

*The numbers reflect our rights and ownership ratios based on our equity share
*The numbers for FY2023 shows Jan-Dec volume as fiscal year ends in Dec.
*The numbers for FY2024 shows Jan-Dec volume for Norway while Apr-Mar volume for Vietnam due to the fiscal year ending month change

Resources (Coal)

[kt,%]

	FY2023	FY2024	Change	
Ensham	1,689	0	(1,689)	-
Muswellbrook	15	0	(15)	-
Boggabri	5,519	5,796	+277	+5.0%
Total	**7,223**	**5,796**	**(1,427)**	**(19.8%)**

*The numbers reflect our rights and ownership ratios
*The number shows Jan-Dec volume as fiscal year ends in Dec.
*Muswellbrook was ceased in Mar. 2023. Ensham was sold in FY2023

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Sales Volume(Forecast)

Petroleum

[KKL,%]

	FY2024	FY2025	Change	
Gasoline	12,355	12,060	(295)	(2.4%)
Naphtha	648	590	(58)	(9.0%)
Jet Fuel	2,409	2,450	+41	+1.7%
Kerosene	3,379	3,350	(29)	(0.9%)
Diesel Oil	10,028	9,900	(128)	(1.3%)
Heavy Fuel Oil A	3,135	2,990	(145)	(4.6%)
Heavy Fuel Oil C	1,792	1,720	(72)	(4.0%)
Total Domestic Sales Volume	**33,747**	**33,060**	**(687)**	**(2.0%)**
Exported Volume	5,841	7,090	+1249	+21.4%
Total Sales Volume	**39,588**	**40,150**	**+562**	**+1.4%**

*Export includes bond sales of jet fuel and heavy fuel oil C

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Sales Volume(Forecast)

Basic Chemicals

[kt,%]

	FY2024	FY2025	Change	
Basic Chemicals	3,050	3,400	+350	+11.5%

Functional Materials

[KKL,kt,%]

	FY2024	FY2025	Change	
Lubricants	1,098	1,080	(18)	(1.7%)
Performance Chemicals	470	510	+40	+8.5%

*includes sales overseas

Power/Renewable Energy

[Mkwh,%]

	FY2024	FY2025	Change	
Retail Power Sales	1,746	1,810	+64	+3.6%

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Production Volume(Forecast)

Resources (Oil E&P)

[KBOED,%]

	FY2024	FY2025	Change	
Norway	13.5	13.4	(0.1)	(0.8%)
Vietnam	12.4	11.4	(1.0)	(8.0%)
Total('000BOED)	25.9	24.8	(1.1)	(4.3%)
Total('000BOE)	9,473	9,060	(413)	(4.4%)

*The numbers reflect our rights and ownership ratios based on our equity share

Resources (Coal)

[kt,%]

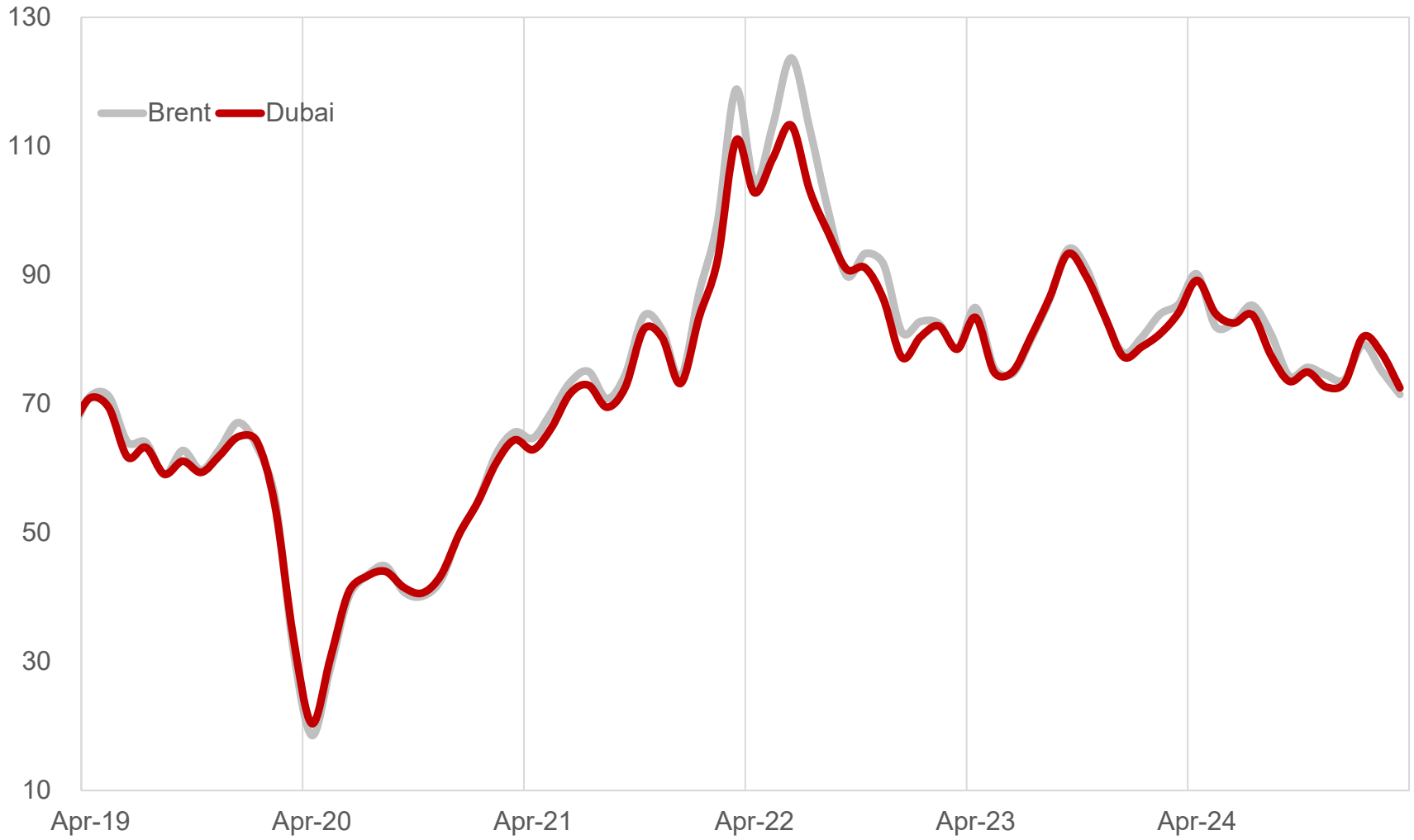
	FY2024	FY2025	Change	
Boggabri	5,796	6,140	+344	+5.9%
Total	**5,796**	**6,140**	**+344**	**+5.9%**

*Fiscal year for Oil E&P and Coal included in the Resources Segment end in Dec.
*The numbers reflect our rights and ownership ratios.

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Crude Oil Prices(Dubai and Brent)

[USD/bbl]

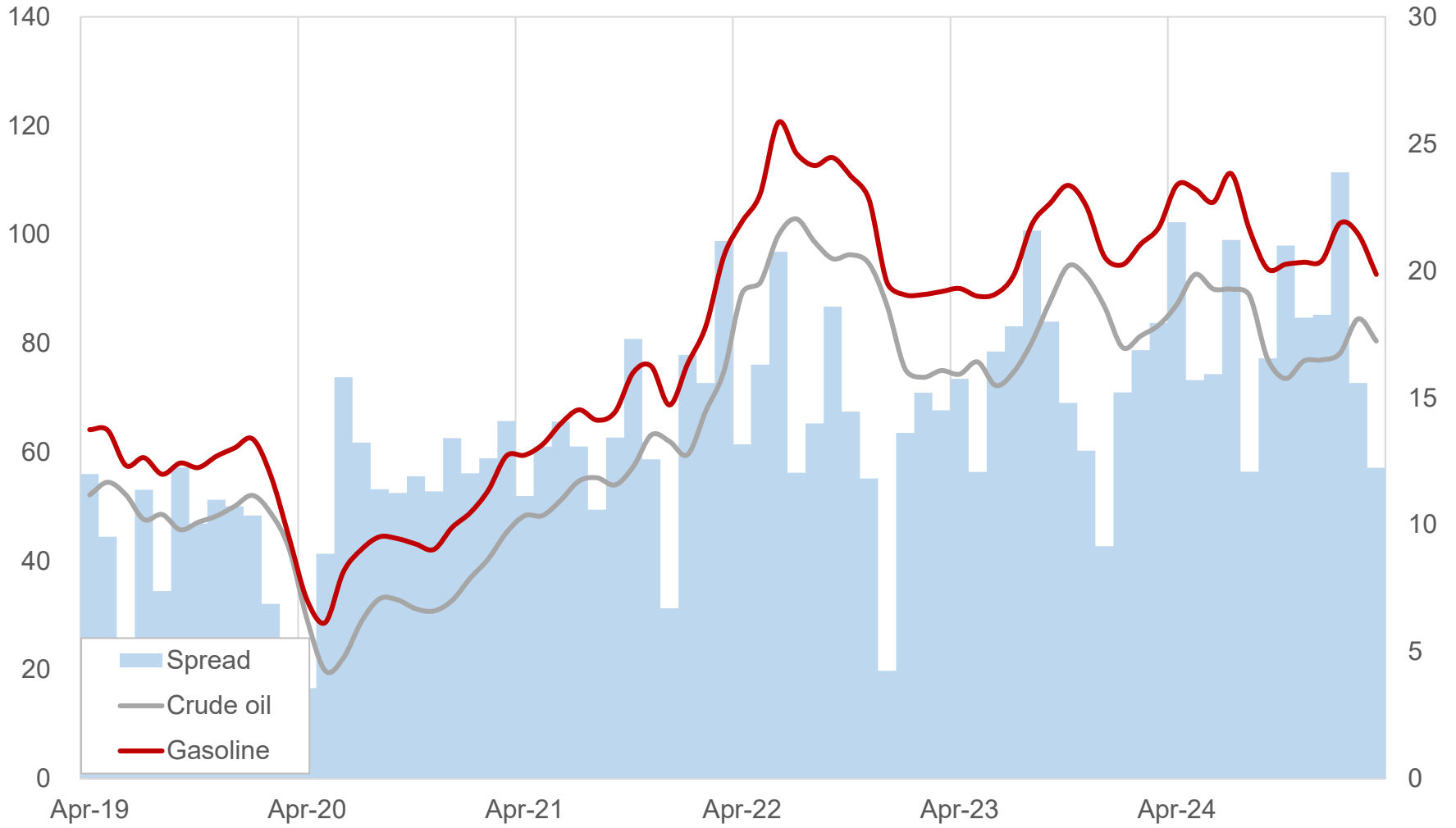


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Gasoline-Crude Oil(Domestic spot price and spread)

[Price :JPY/L]

[Spread : JPY/L]



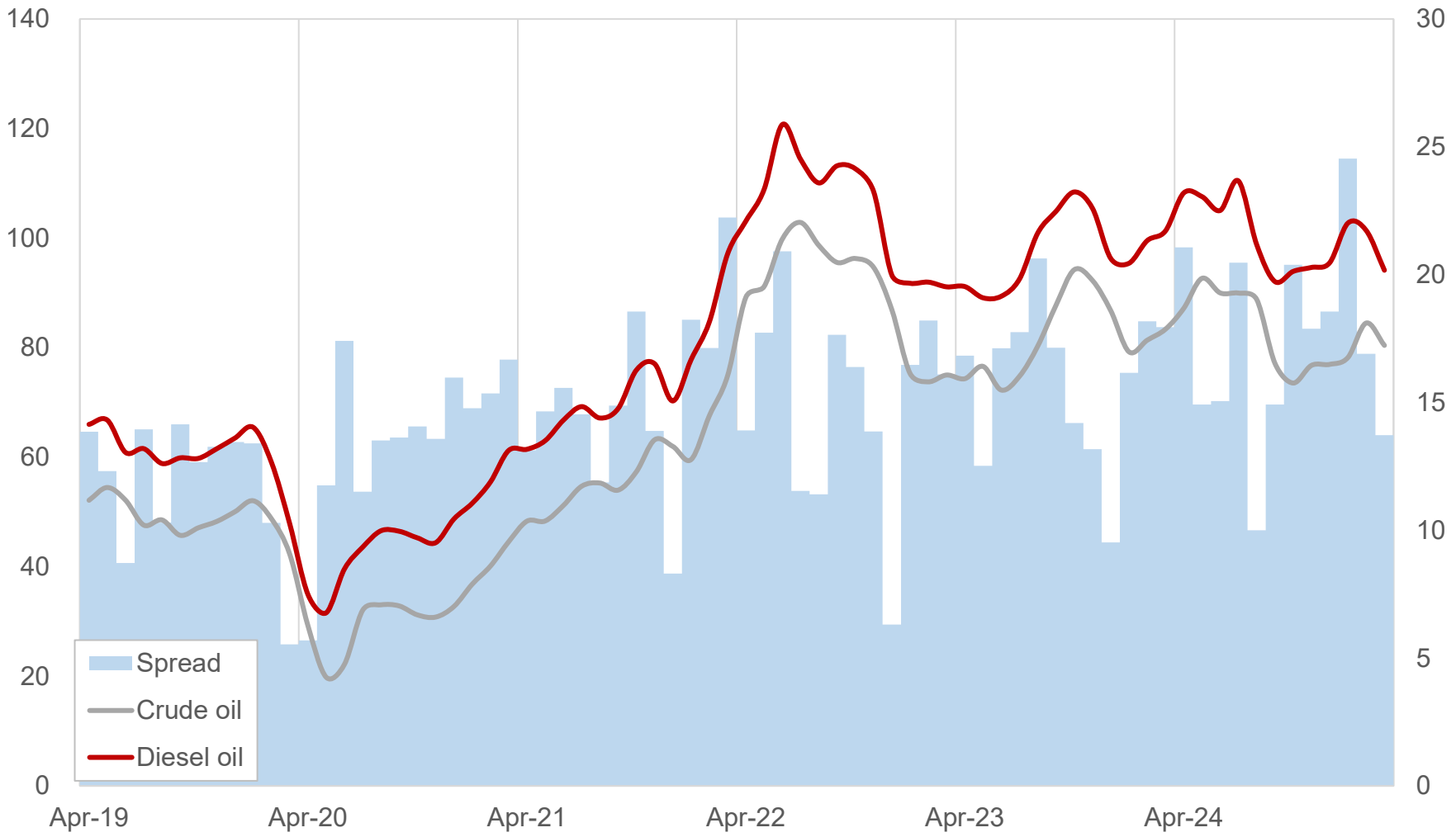
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Diesel-Crude Oil(Domestic spot price and spread)

[Price :JPY/L]

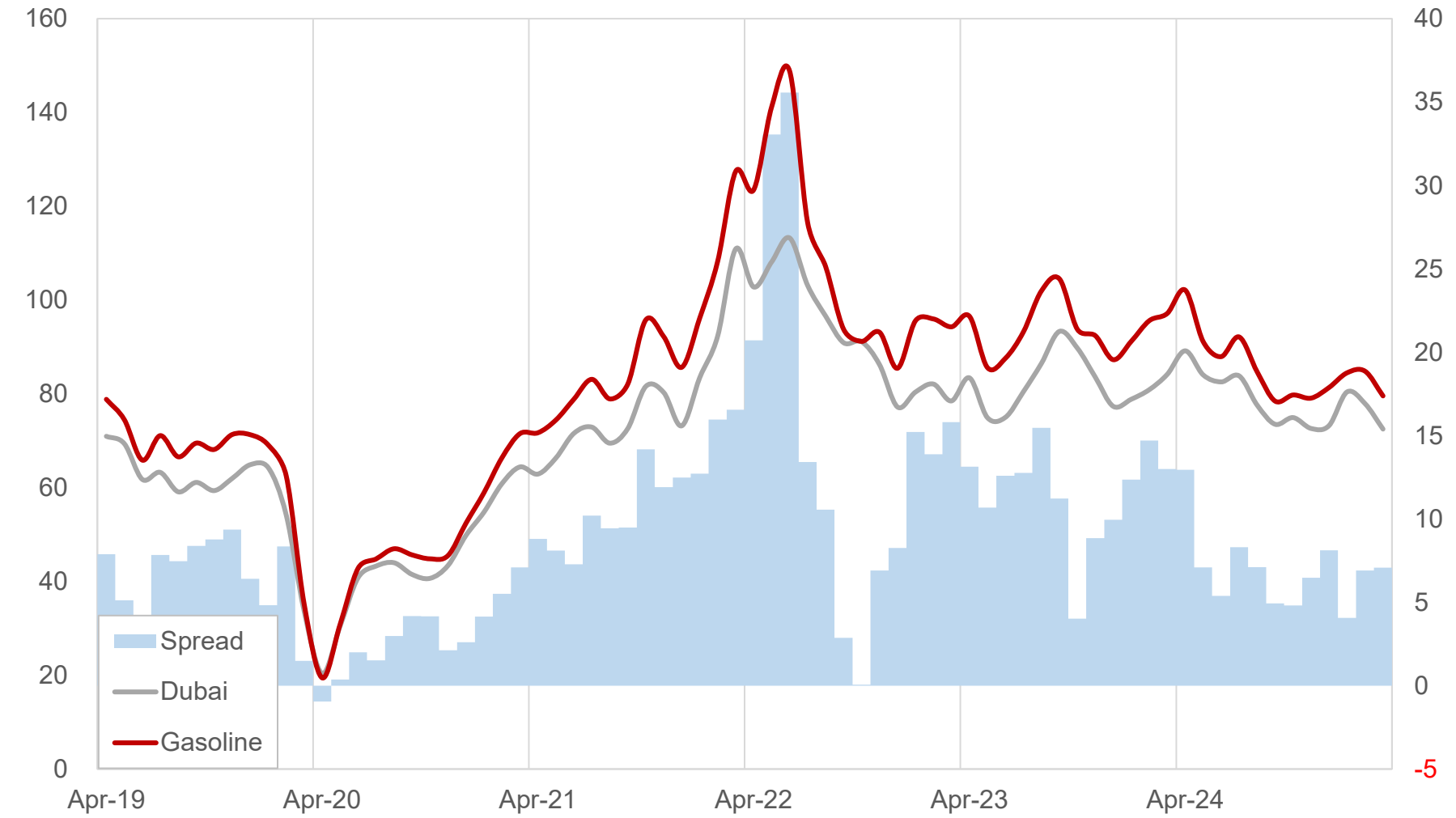
[Spread : JPY/L]



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Gasoline-Crude Oil(Singapore spot price and spread)

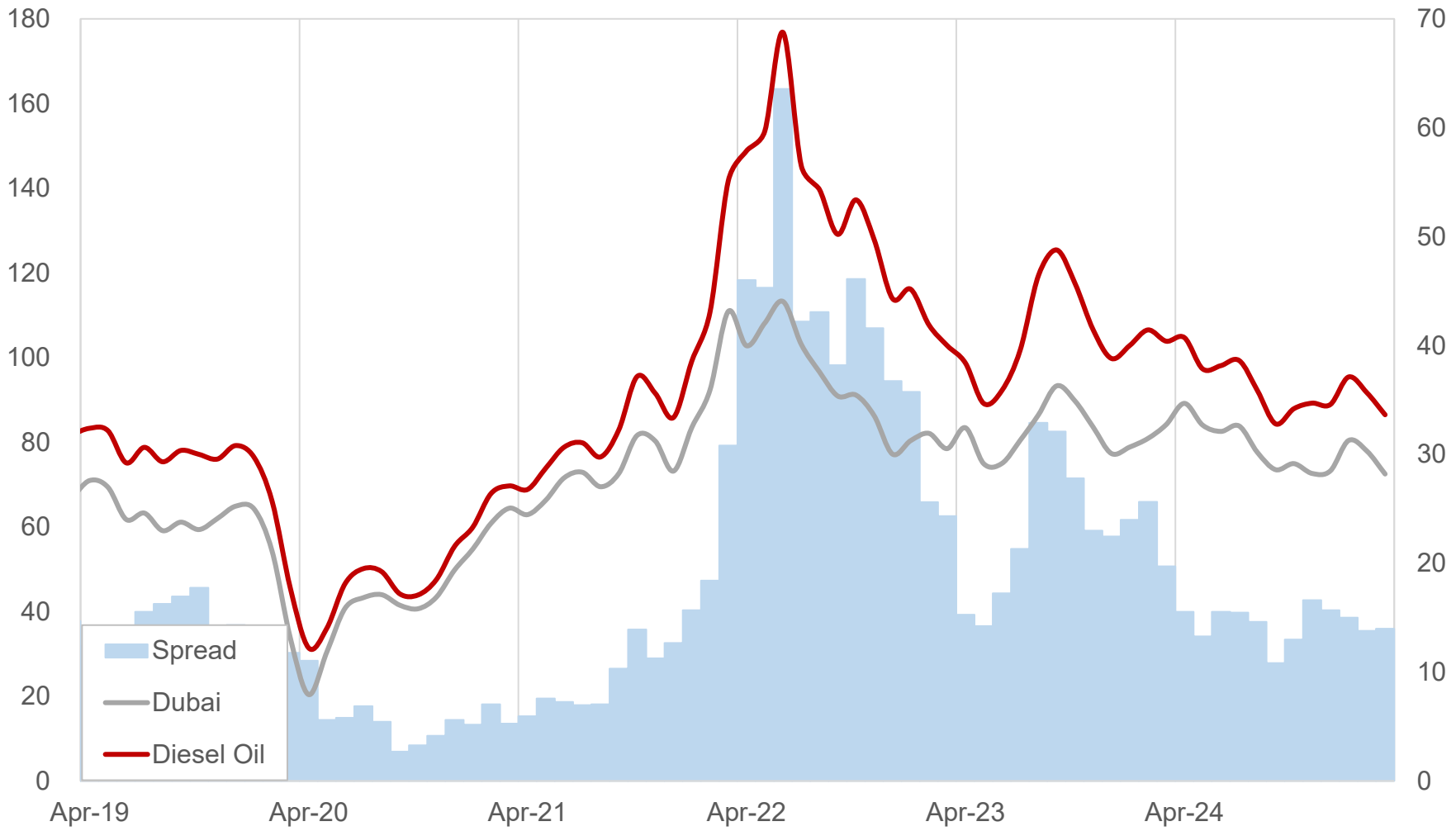


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Diesel-Crude Oil(Singapore spot price and spread)

[Price :USD/bbl]

[Spread : USD/bbl]



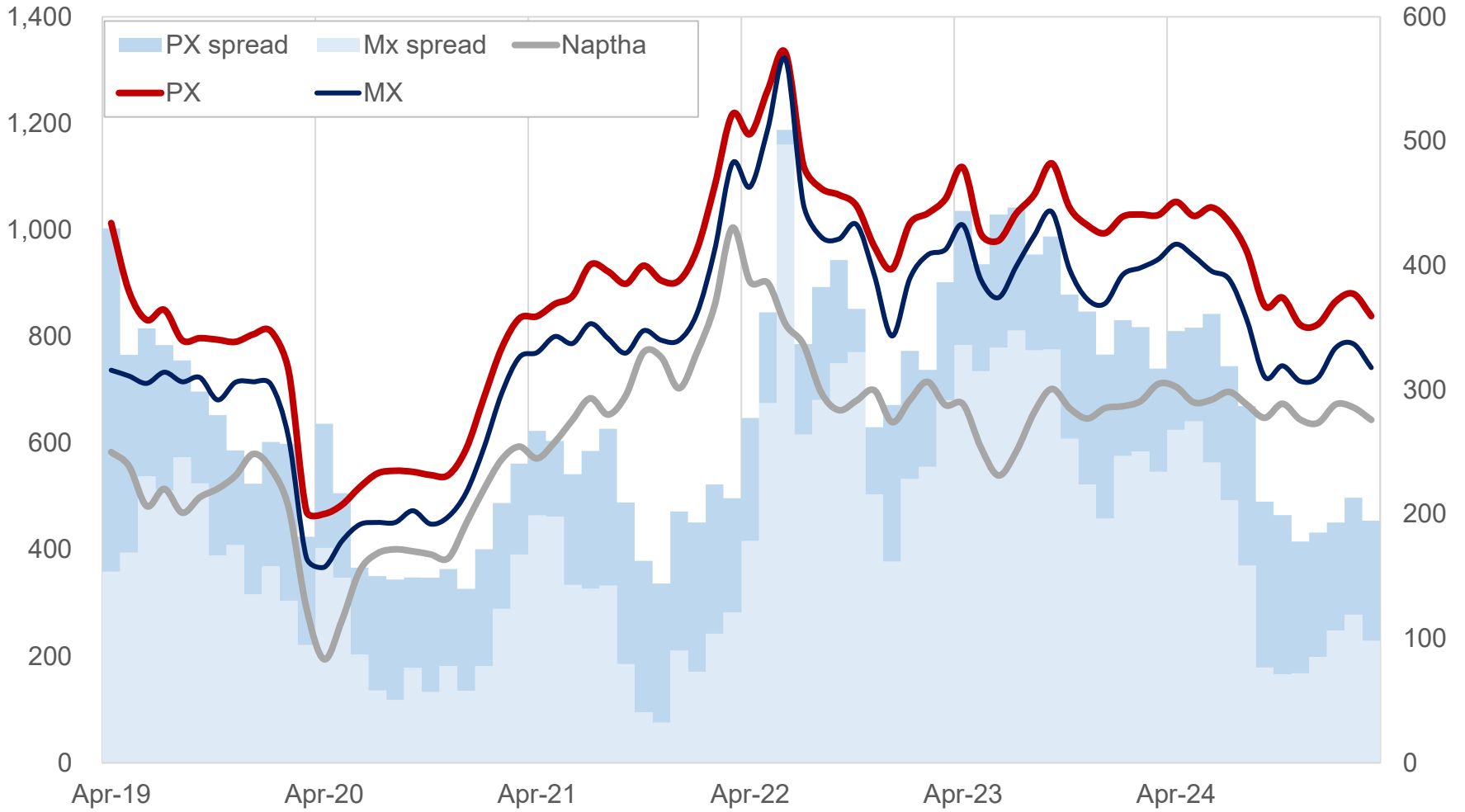
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Para-Xylene, Mixed Xylene-Naphtha
(price and spread)

[Price :USD/ton]

[Spread : USD/ton]

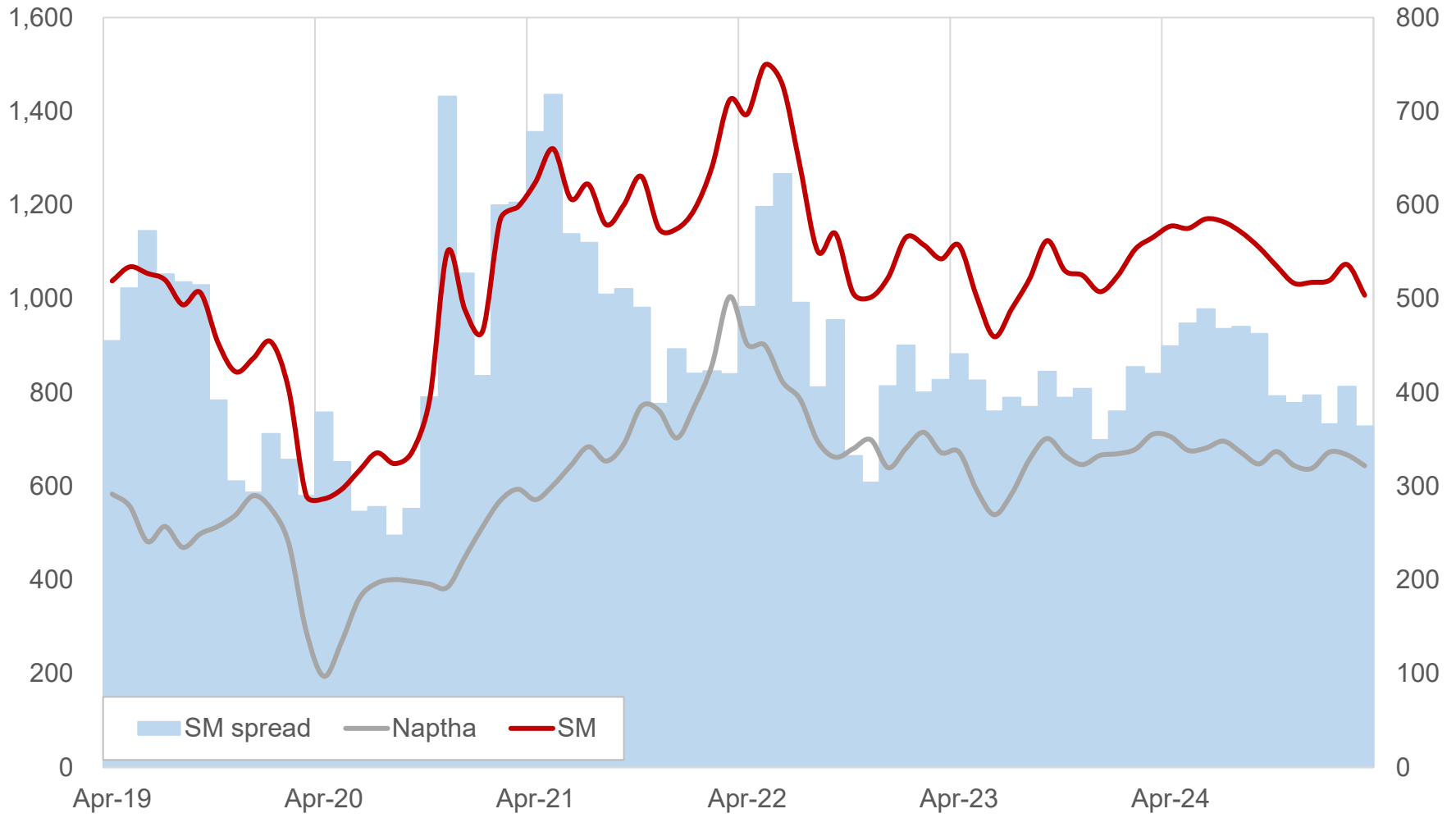


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Styrene Monomer-Naphtha
(price and spread)

[Price :USD/ton] [Spread : USD/ton]



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Operational Data

Refineries Utilization

FY2020	FY2021	FY2022	FY2023	FY2024
78%	77%	83%	78%	76% [77%]

*on BCD basis including regular maintenances
*Refining operation at Yamaguchi Refinery (120KBD) was terminated in March 2024.
The official capacity was changed after July. The adjusted number is given in parentheses according to the capacity after July.

Number of Service Stations

FY2020	FY2021	FY2022	FY2023	FY2024
6,311	6,216	6,136	5,986	5,918

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Overview of the Company

FY2024, actual or as of the end of March 2025

Petroleum Segment

- Refining Capacity **825 KBD** *1,2)
- Domestic fuel oil sales volume **34 million KL/year** *3)
- Number of service stations **5,900**

Basic Chemicals Segment

(Production Capacity*2))

- Ethylene **1 mil tons/year**
- Para-Xylene **0.84 mil tons/year**
- Mixed Xylene **0.69mil tons/year**
- Styrene monomers **0.79 mil tons/year**

Power and Renewable Energy Segment

- Power generation capacity **1.93GW**
  - Renewable energy **0.82GW**

Functional Materials Segment

(Lubricants, Performance Chemicals, Electronic Materials, Bitumen (High Performance Asphalt), Agri life, Lithium Solid Electrolytes)

- Lubricants (sales volume):**1.1 mil KL/year**
- Engineering plastics(sales volume):**200,000 tons/year**
- OLED materials(production capacity): **26 tons/year**

Resources Segment

- Crude oil production **26,000 BD**
- Thermal coal production **5.79 mil tons/year**

*1 Capacity as of July 2024. Refining operation at Yamaguchi Refinery (120KBD) was terminated in March 2024.
968 KBD when adding the refining capacity of Fuji Oil, Co.,Ltd. with which a petroleum products trade agreement has been signed

*2 excluding Nghi Son's capacity

*3 Bond jet fuel and Bond heavy fuel oil C are included in the exports

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Petroleum Segment

[KB/D]

Operating Company	Refinery	Refining Capacity	RH	FCC	RFCC	FLG	Equity Ratio
	Japan						
Idemitsu Kosan	Hokkaido	140	42		33		
	Chiba	195	40		45		
	Aichi	165	60		50		
Showa Yokkaichi Sekiyu	Yokkaichi	255	45		61		75.0%
Toa Oil	Keihin	70		42		27	100.0%
		825	**187**	**42**	**189**	**27**	
	Overseas						
Nghi Son Refinery and Petrochemical LLC	Nghi Son *1,2 (Thanh Hoa, Vietnam)	200	105		80		35.1%
		200	**105**		**80**		

*1 Capacity before equity ratio reflection
*2 Refining operation at Yamaguchi Refinery (120KBD) was terminated in March 2024.
*3 Capacity as of September 2024.

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Basic Chemicals Segment

[mil tons/year]

Operating Company		Ethylene	Para-Xylene	Mixed Xylene	Styrene Monomer	Equity Ratio
	Japan					
Idemitsu Kosan	Chiba	0.374	0.265		0.210	
	Aichi		0.357	0.170		
	Tokuyama	0.623	0.214		0.340	
Showa Yokkaichi Sekiyu	Yokkaichi			0.518		75.0%
	Total	**0.997**	**0.836**	**0.688**	**0.550**	
	Overseas					
Idemitsu SM (Malaysia) Sdn. Bhd.	Pasir Gudang (Johor, Malaysia)				0.240	70.0%
Nghi Son Refinery and Petrochemical LLC	Nghi Son (Thanh Hoa,Vietnam)		0.700			35.1%
	Total		**0.700**		**0.240**	

*1 Capacity before equity ratio reflection
*2 Capacity as of July 2024.

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Functional Materials Segment (1/2)

Lubricants

◆Product categories
- Automotive lubricants (engine oil, etc.)
- Grease
- Industrial lubricants (hydraulic actuation oil, cutting oil, etc.)

◆Global business with a focus on automotive lubricants
- #8 global share
- Over 50% overseas sales

◆R&D centers
- Japan and overseas (US, China, etc.)

◆Global lubricant network



- Manufacturing/sales/R&D network in 28 countries
- Strengthening existing facilities and developing new facilities

Performance Chemicals

◆Product categories
- Engineering plastics, adhesives materials, solvents and functional materials

◆Major products, applications, features
- Engineering plastics

(Product) PC/Polycarbonates
(Applications) smartphones, lenses, automotive lights, etc.
(Features) highest impact resistance among plastics

(Product) SPS/ Syndiotactic Polystyrene resin
(Applications) automotive electronic parts, kitchen appliances, etc.
(Features) lightweight and offers excellent heat resistance, electrical properties, chemical resistance, and hydrolysis resistance



Daytime Running Lamp (DRL)



Automotive parts

- Adhesive materials

(Product) Hydrogenated petroleum resin
(Applications) Tackifier for hot-melt adhesives



Disposable diapers and other hygiene products

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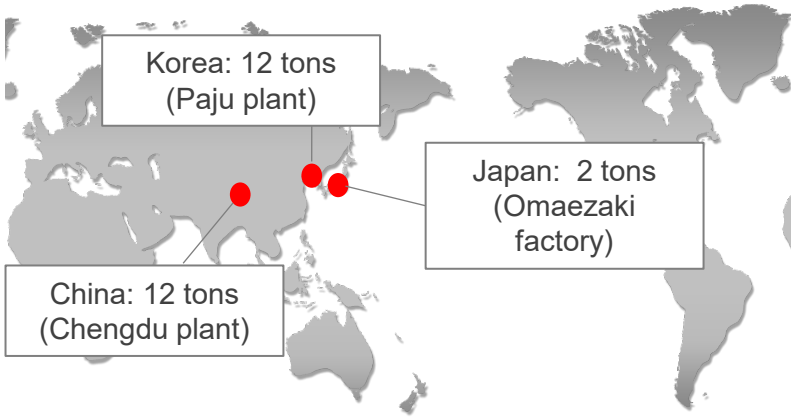
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Functional Materials Segment (2/2)

Electronic Materials

◆Product categories
- Organic EL materials
- Display semiconductor materials etc.

◆OLED manufacturing/customer support



- Establishing factories and customer support centers in Asia and reinforcing relationships with display manufacturers, etc. to further expand the organic EL materials business in Asia

- Aiming to develop and commercialize oxidative semiconductor materials which are expected to conserve energy and enhance image quality of display products

Bitumen (High Performance Asphalt)

◆Asphalt manufacturer which aims to develop state-of-the-art technologies
- Recycling, longer life, carbon neutrality

◆Product categories
- Engineering/construction asphalt
- Industrial asphalt
- Value-added asphalt for roads



Maybright
(Value-added asphalt for roads)

Agri life

◆Product categories
- Chemical pesticides (Daconil 1000*1, etc.)
- Plant-derived pesticides
- Functional Feeds (RUMINUP*2, etc.)



Daconil 1000



RUMINUP® M

*1 Protective disinfectants less affecting organism that has the stable effect toward various crops and damage owing to disease

*2 An animal husbandry material containing cashew nut shell liquid that has the effect of reducing methane gas in cattle burps

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Power /Renewable Energy Segment

Power

Category	Power Plant	Operating Company	Stake Owned (%)	Power generation capacity* (10,000 KW)
Solar	34 domestic locations	Idemitsu, other	—	18.7
Biomass	Keihin Biomass Power Plant (Kanagawa)	Keihin Biomass Power	100	4.9
	Tosa Power Plant (Kochi)	Tosa Green Power	50	0.3
	Fukui Green Power (Fukui)	Fukui Green Power	10	0.1
	Tokuyama Biomass Power Plant (Yamaguchi)	Idemitsu	—	5.0
Wind	Rokkasho Village Village Wind Farm (Aomori)	Futamata Wind Development	40	2.0
Geothermal	Takigami Binary Power Plant (Oita)*	Idemitsu Oita Geothermal	100	0.5
Renewable (Japan)				31.5
Fire	Ohgishima Power Station (Kanagawa)	Ohgishima Power	25	30.5
	Mizue Thermal Power Plant (Kanagawa)	Toa Oil	100	27.6
	Aichi Refinery Power Plant (Aichi)	Idemitsu	—	25.0
Domestic				**114.9**
Solar	Overseas (North America, Vietnam, etc.)	–	—	51.4
Fire	Overseas	–	—	27.1
Overseas				**78.5**
Total				**193.4**

*Reflects Idemitsu's stake

- ◆Owning 829 thousand KW(Japan:315, Overseas:514) of renewable energy generation capacity
- ◆Operating businesses such as wholesale and retail sales for high and low pressure, based on the company's own generation

Solar

- ◆Terminated production in June 2022
- ◆Shifting to a system integrator which engages in solar power generator design, construction, maintenance and recycling

*Idemitsu has been supplying the steam for power generation to the Takigami Power Station of Kyushu Electric Power Co., Inc. since start of operation

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Resources Segment (Gas and Oil E&P)

Business Overview

1. Producing and selling crude oil/gas in Vietnam and Norway

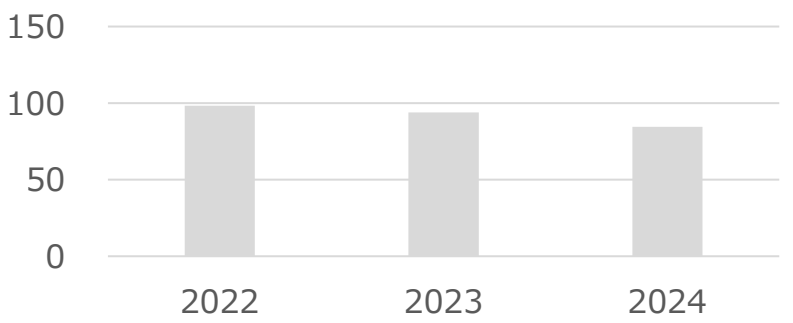
2. Exploration and development of gas in Vietnam and other parts of Southeast Asia to shift to production of natural gas, which will become an important energy source in a decarbonizing society

◆Rights owned in oil/gas fields and sales destinations

	Name of field	Rights Owner	Destination
Vietnam	Sao Vang and Dai Nguyet gas field	Idemitsu Gas Production (Vietnam) Co.,Ltd. *43.08% owned	Asia
Norway	Snorre	INPEX Idemitsu Norge AS	Europe
	Tordis/Vigdis		
	Fram		
	H-Nord		
	Byrding		
	Vega		
	Duva		

Production Oil/Gas Reserves

◆Reserves *1,2



*1 Total reserves in Norwegian oil fields and Vietnamese gas fields
*2 Reserves reflect Idemitsu's rights and ownership ratios

◆ **Reserve Estimation Standards**
・Idemitsu's reserves estimation is conducted based on PRMS (Petroleum Resources Management System) standards
・PRMS standards were established jointly by the Society of Petroleum Engineers (SPE), the World Petroleum Congress (WPC), the American Association of Petroleum Geologists (AAPG), and the Society of Petroleum Evaluation Engineers (SPEE) and is recognized as an international standard
・Reserves defined by PRMS standards are categorized into 1) proved, 2) probable, and 3) possible reserves. Idemitsu's reserves estimate is calculated as the total of proved and probable reserves (1+2)

◆ **Proved Reserves**
・The definition of proved reserves is recognized as the most conservative among definitions used widely in the petroleum/gas industry
・Proved reserves are those quantities of petroleum/gas which, by analysis of geological and engineering data, can be estimated with reasonable certainty to be commercially recoverable under current economic conditions and operating methods
・When probabilistic methods are used, there should be at least a 90% probability of recovery that the quantities actually recovered will equal or exceed proved reserves

◆ **Probable Reserves**
・Probable reserves are those unproved reserves which analysis of geological and engineering data suggests are more likely than not to be recoverable
・When probabilistic methods are used, there should be at least a 50% probability that the quantities actually recovered will equal or exceed the sum of estimated proved plus probable reserves

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Resource Segment (Coal)

Business Overview

[Business Strategy]
◆Stable supply and profit maximization by leveraging the highly competitive Boggabri Mine
◆Engage in low-carbon solution businesses such as Idemitsu Green Energy Pellets
◆Leverage management resources built up over years of experience in Australia to transition to new businesses such as rare metals, renewable energy, hydrogen/ammonia, etc.

1. Mining Operations
Owning an Australian coal mine (Boggabri Mine) and has established a whole supply chain from production to sales, providing a stable supply of high-quality coal mainly to Japan

[Overview of Boggabri Mine]
Location: New South Wales
Coal quality: thermal coal (80%),
raw coal (SS/PCI) (20%)
Port for shipments: Newcastle Harbor
(about 360 km by train)



*Mining operations at Muswellbrook Mine were terminated in Mar 2023 and Ensham Mine was sold in 2023

Business Structure Reforms

◆Idemitsu Green Energy Pellets (black pellets)

・CO_2 emissions can be reduced by replacing coal with black pellets in fuel used at coal-fired power stations

・Succeeded in a mixed combustion to replace 20-30% of coal fuel with black pellets

・Planning to operate a commercial plant that produces 120,000 tons/year in Vietnam in FY24. Aiming to reach 3,000,000 tons/year by 2030





◆New businesses in Australia

・Rare metals: Invested in Vecco, which engages in vanadium operations in Australia
・Renewable energy: Commercialization verification of pumped storage hydroelectric power generation at the post-mining Muswellbrook coal mine site

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Any information about forecasts for the Company's operating results, management strategy and management policy contained in this documents other than historical facts is prepared, according to judgments made by the top management of the Company based on information available as of the publication of the document.

Actual business environments contain potential risk factors and uncertainties including economic situations, crude oil prices, trends in petroleum products, market conditions, currency exchange rates and interest rates.

Consequently, actual operating results of the Company may substantially differ from forecasts due to changes in the important factors mentioned above.

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