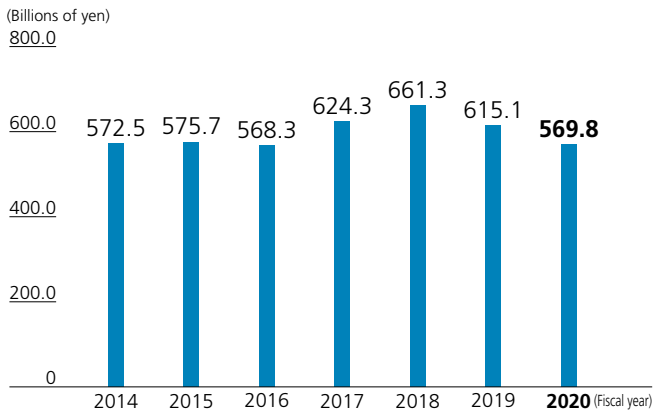
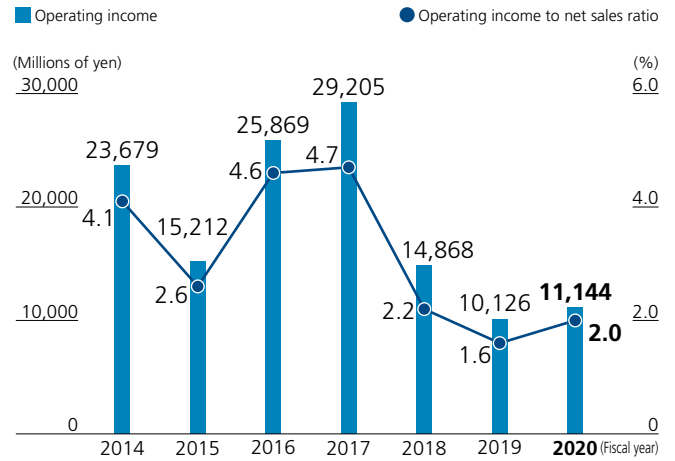


Consolidated financial results

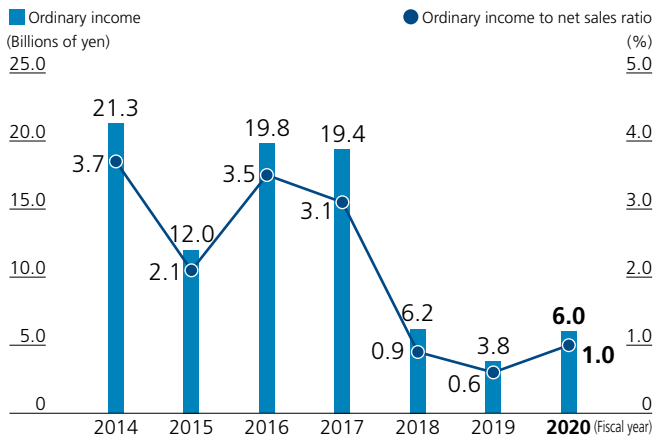
Net sales



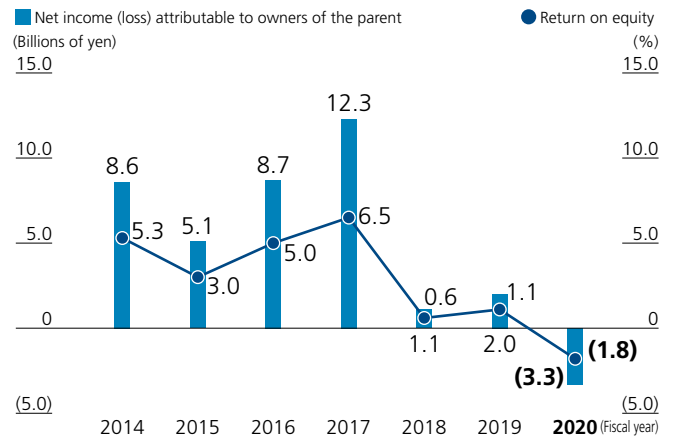
Operating income and operating income to net sales ratio



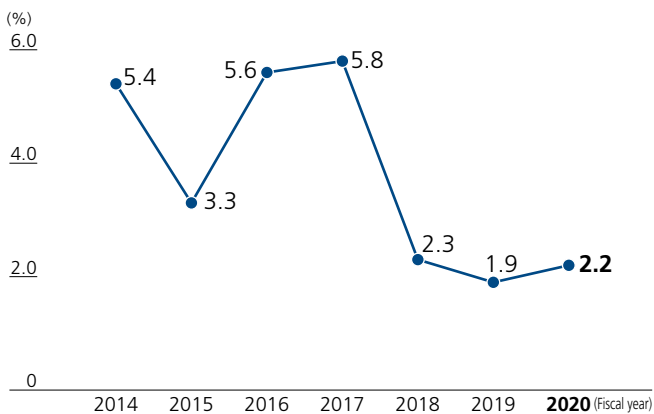
Ordinary income and ordinary income to net sales ratio



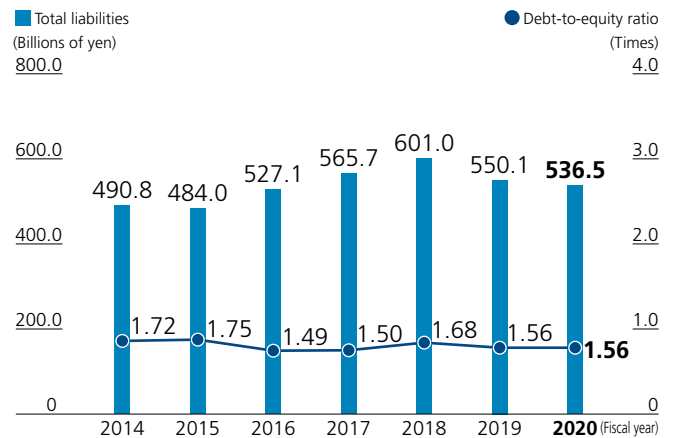
Net income and return on equity



Return on invested capital



Total liabilities and debt-to-equity ratio



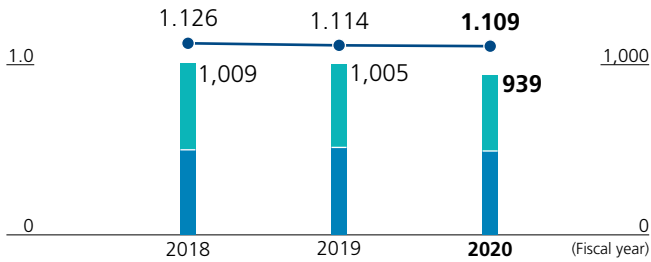
Note: Subordinated loans were excluded from calculations of the debt-to-equity ratio from fiscal 2016

Non-financial results

CO₂ emissions

● CO₂ emissions per ton of products manufactured
(Tons of CO₂ per ton of products) 2.0

■ Emissions from burning fuel (Scope 1)
■ Emissions from power generation (Scope 2)
(Thousands of tons of CO₂ per year) 2,000

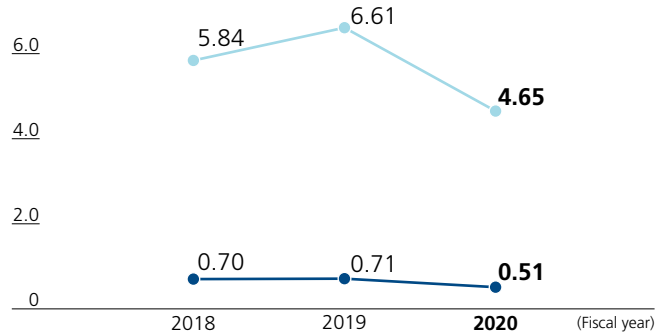


Note: Results for the past three years only are shown because data collection procedures were changed

Workplace accidents in Japan

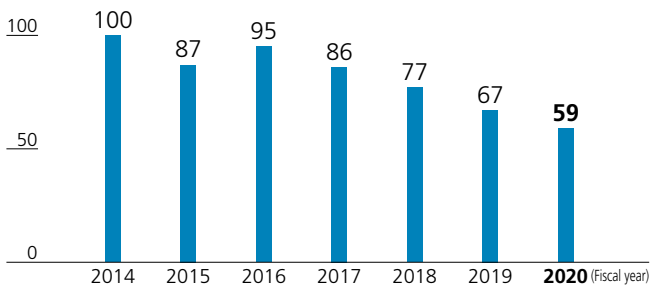
● Workplace accidents requiring employees to take time off work
(Frequency per million work hours) 8.0

● Workplace accidents resulting in injury or death
(Frequency per million work hours) 8.0



Customer complaints

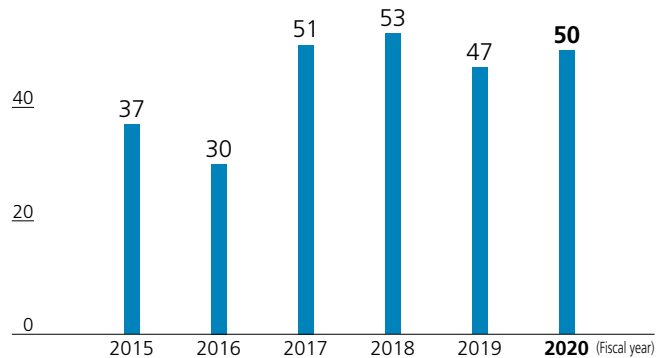
(%)
150



Note: The figures show the percentage of customer complaints compared with the base year of fiscal 2014

Number of group companies formally pledging to uphold the Group Code of Conduct

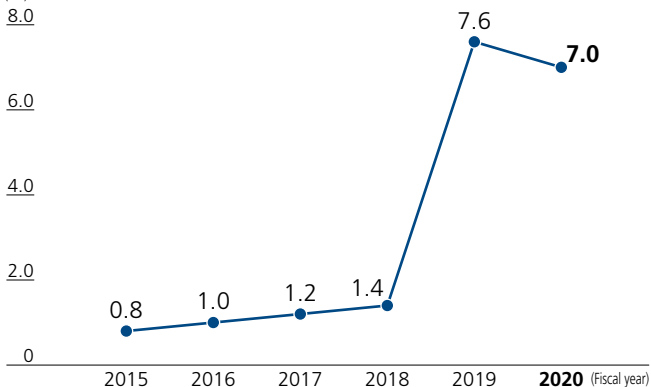
(Companies)
60



Note: In fiscal 2019, the total number of group companies decreased from 73 to 65 due to the sell-off of businesses

Ratio of female managers

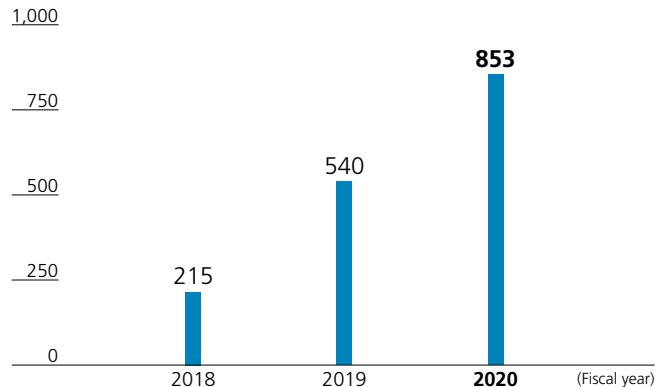
(%)
8.0



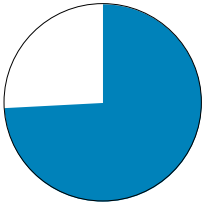
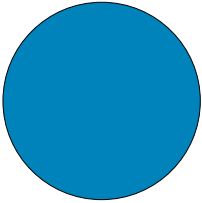


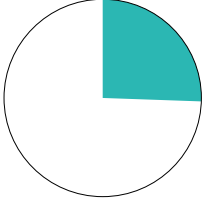
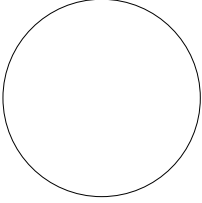

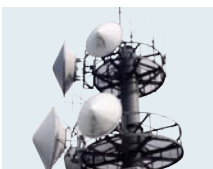
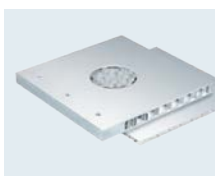
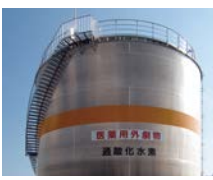
Note: Figures between fiscal 2015 and 2018 are for companies in Japan; figures from fiscal 2019 are for group companies worldwide

Number of people receiving support for education

1,000


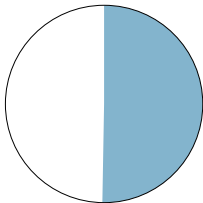
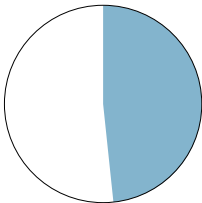

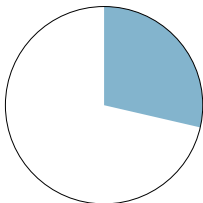
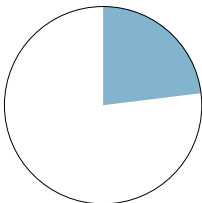

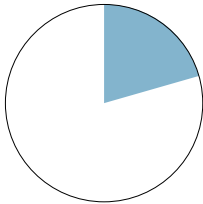
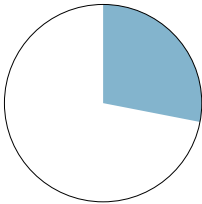


Overview of Results by Business Segment

Segment	FY2020 segment sales and percent of net sales	FY2020 segment income (loss) and percent of operating income	Products	
<p>Rolled Aluminum Products Business Segment</p> <ul style="list-style-type: none"> ■ Flat-rolled aluminum business ■ Extrusion business ■ Aluminum foil business ■ Casting and forging business 	 <p>74.3% ¥477.8 billion</p>	 <p>104% ¥17.2 billion</p>	 <p>Automotive body sheet</p>	 <p>Cans and bottle caps</p>
<p>Precision-machined Components and Related Businesses Segment</p> <ul style="list-style-type: none"> ■ Automotive Parts Business ■ Precision-machined components business 	 <p>25.7% ¥165.1 billion</p>	 <p>(4%) (¥0.6 billion)</p>	 <p>Automobile bumper assemblies</p>	 <p>Parabolic antenna materials</p>
			 <p>Honeycomb panels</p>	 <p>Large aluminum tank panels</p>

Note: Segment sales totals include inter-segment sales and transfers. Segment income totals are before inter-segment adjustments.

Overview of Results by Geographical Segment

Segment	Production capacity of main plants and operators	FY2020 segment sales and percent of net sales	Property, plant and equipment and percent of the consolidated total as of March 31, 2021
 <p>Japan</p>	<ul style="list-style-type: none"> • Nagoya Works Annual production capacity 290,000 tons • Fukui Works Annual production capacity 300,000 tons • Fukaya Works Annual production capacity 50,000 tons 	 <p>50.4% ¥287.3 billion</p>	 <p>48.5% ¥172.5 billion</p>
 <p>USA</p>	<ul style="list-style-type: none"> • Tri-Arrows Aluminum Inc. Annual production capacity 450,000 tons • UACJ Automotive Whitehall Industries, Inc. 	 <p>28.7% ¥163.6 billion</p>	 <p>23.2% ¥82.6 billion</p>
 <p>Asia and Other Regions</p>	<ul style="list-style-type: none"> • UACJ (Thailand) Co., Ltd. Annual production capacity 320,000 tons 	 <p>20.8% ¥118.7 billion</p>	 <p>28.3% ¥100.5 billion</p>