

Management Discussion and Analysis

Fiscal 2021 Consolidated Financial Results

Record-high sales and profits backed by steady increases in earnings capacity and robust demand for aluminum products

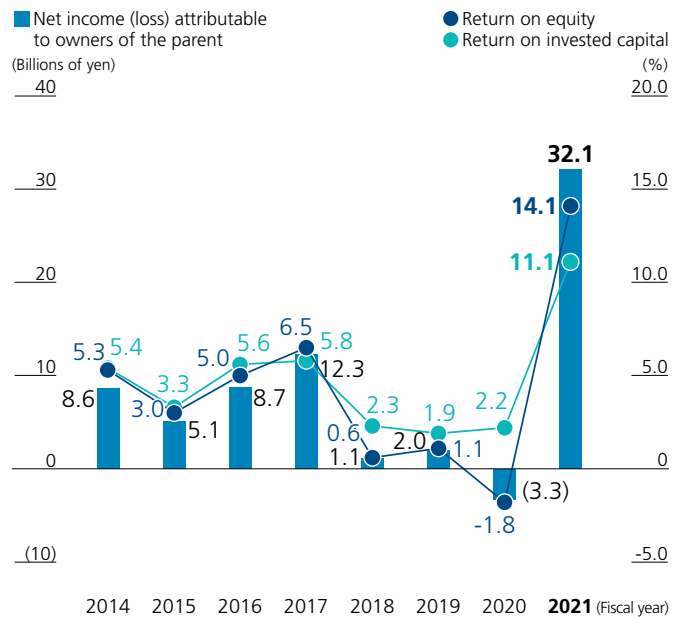
In fiscal 2021, the Company's fiscal year ended March 31, 2022, sales volume was up year on year, largely driven by robust demand for can stock in North America and steep rises in aluminum market prices. Reflecting these factors, consolidated net sales grew by 37.4% to ¥782.9 billion, surpassing the ¥700-billion mark for the first time since UACJ's establishment.

The Company also posted record-high profits in fiscal 2021. As part of structural reforms, the UACJ Group has been increasing the ratio of highly profitable products in its lineup of rolled aluminum products. Accordingly, its capacity utilization rate improved with the increase in sales volume. Profits also benefited from the favorable impact of higher aluminum market prices on the metal price lag (the difference between the time when aluminum prices included in sales are recognized and when aluminum purchase prices included in cost of sales are realized). As a result of these and other factors, operating income rose 434.1% to ¥59.5 billion, ordinary income jumped 777.6% to ¥52.3 billion, and net income attributable to owners of the parent came to ¥32.1 billion, compared with a loss of ¥3.3 billion in the previous fiscal year.

If the effect of the metal price lag is excluded, thereby more accurately reflecting profitability, ordinary income would have increased by 243.5% to ¥21.3 billion. This substantial increase indicates how the Company has successfully streamlined its

operations by rationalizing production in Japan while generating returns on large investments in the United States and Thailand, and by implementing structural reforms launched in fiscal 2019 aimed at increasing earnings capacity, reforming its financial structure, and improving management systems.

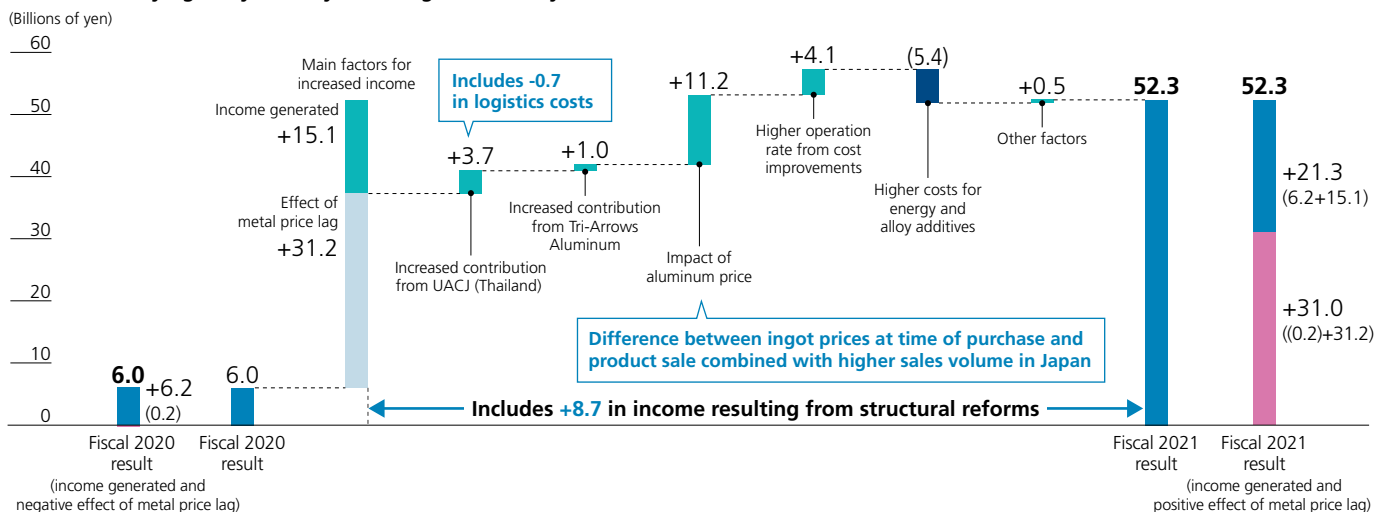
Net income, ROE, and ROIC



Assumptions and Sensitivities

	FY2020 (Mar. 31)	FY2021 (Mar. 31)	FY2022 Forecast (Mar. 31) As of May 31, 2022	Sensitivity on ordinary income
Nikkei average price of aluminum (¥/kg)	243	378	447	¥10/kg rise → +¥2.0–¥3.0 billion/year
LME (\$)	1,802	2,796	2,850	\$100/t rise → +¥2.2–¥3.5 billion/year
Foreign exchange (¥/\$)	106	112	125	Almost no impact
Foreign exchange (¥/Thai baht)	3.4	3.4	3.4	• Fuel and additional metal cost: become positive by stronger yen • Rolling margin, forex conversion: become positive by weaker yen
Crude oil (Dubai: \$)	45	78	105	\$10 increase → Approx. ¥(1.0)–¥(1.5) billion/year

Factors underlying the year-on-year change in ordinary income between fiscal 2020 and 2021



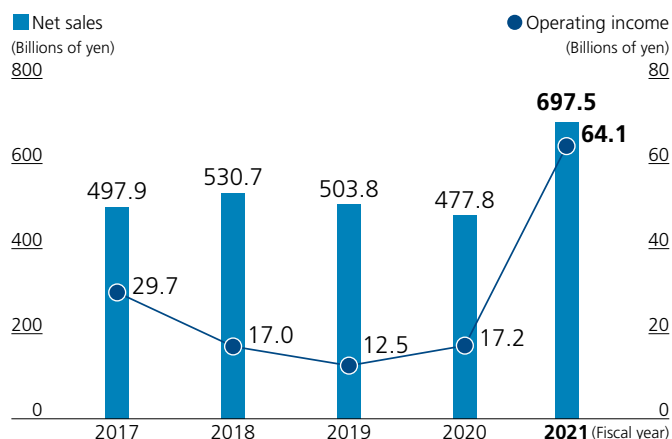
Consolidated Financial Results by Business Segment: Rolled Aluminum Products Business

In fiscal 2021, demand for flat-rolled aluminum for can stock, the Group's mainstay product, continued to be strong globally, especially in North America, as aluminum was increasingly adopted as a material by various industries amid growing environmental awareness. In anticipation of this robust demand, the Company has proactively established an international supply network based in Japan, the United States, and Thailand. Consequently, Tri-Arrows Aluminum Inc. in the U.S. along with UACJ (Thailand) Co., Ltd., and the Company's manufacturing plants in Japan supplied products to the North American can stock market, capturing the demand growth. Meanwhile, despite slowdowns of automobile production due to semiconductor shortages, sales in Japan increased year on year as automakers

used a larger amount of aluminum for more car models in an effort to reduce the weight of their vehicles.

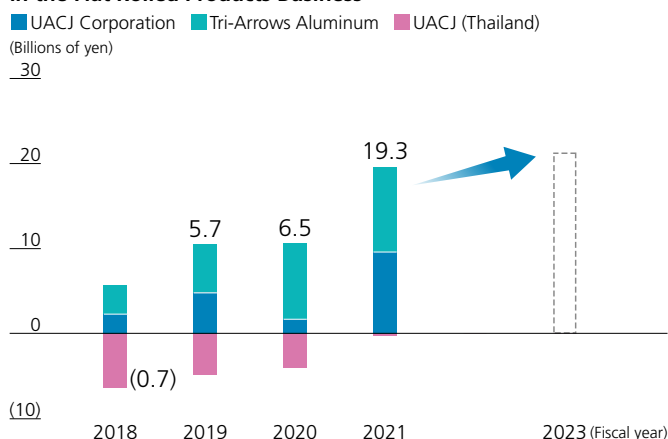
Reflecting the factors, above, sales volume of rolled aluminum products increased by 16.2% year on year to 1,293 thousand tons, and net sales rose by 46.0% to ¥697.5 billion. Operating income jumped 273.8% to ¥64.1 billion, largely due to the favorable impact of higher aluminum prices on the metal price lag. UACJ (Thailand) also contributed to this result, as it achieved profitability for the first time since starting operations while boosting productivity and recording substantial increases in sales volume. Excluding the effect of the metal price lag, the segment as a whole contributed ¥19.3 billion to ordinary income.

Net sales and operating income



Note: Figures in the graph exclude intersegment sales and transfers.

Ordinary income (loss)* posted by company in the Flat Rolled Products Business

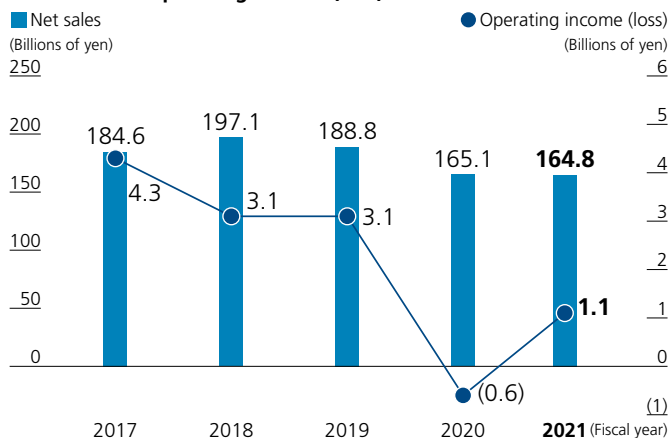


* Excluding the metal price lag effect

Consolidated Financial Results by Business Segment: Precision-Machined Components and Related Businesses

In fiscal 2021, sales of automotive parts and air conditioner materials picked up after being impacted by falling demand during the previous fiscal year due to the COVID-19 pandemic. Net sales in this segment, however, edged down 0.2% year on year to ¥164.8 billion, mainly due to the adoption of an accounting standard for revenue recognition effective from the beginning of the fiscal year. Nevertheless, operating income amounted to ¥1.1 billion, up from a loss of ¥0.6 billion in the previous fiscal year.

Net sales and operating income (loss)



Note: Figures in the graph exclude intersegment sales and transfers.

Consolidated Financial Results by Geographical Segment: Japan

Business conditions

Market opportunities	UACJ's competitive advantages	Challenges and tasks
<ul style="list-style-type: none"> Adoption of aluminum by automakers amid growing need to reduce environmental impacts Advances in digital technologies are driving up demand for aluminum materials used in IT-related devices and semiconductors The packaging and container industries are under increasing pressure to supply recyclable products 	<ul style="list-style-type: none"> Overwhelming market share in Japan Manufacturing diverse types of products Market-specific strategies Long history of excellent relations with customers Ability to flexibly meet customers' needs 	<ul style="list-style-type: none"> Promote aluminum can recycling in partnership with customers Increase customers in the automobile industry and have Fukui Works boost cost competitiveness Attract new buyers of thick plates in the hydrogen industry

Overview of fiscal 2021 and outlook for fiscal 2022

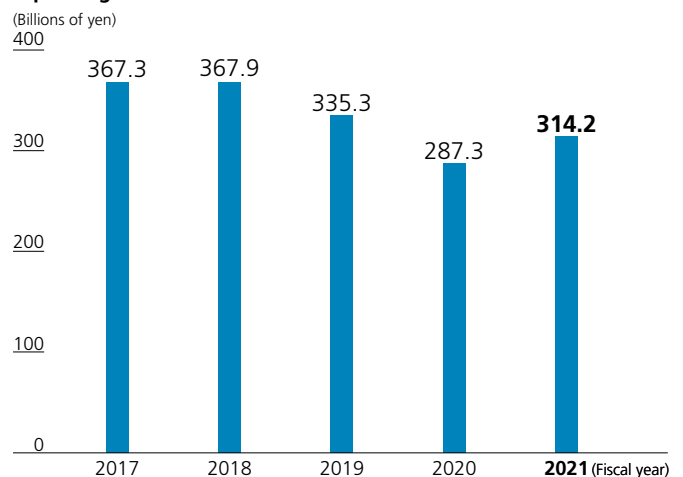
In Japan, while sales volume of can stock was on par with the previous fiscal year, net sales rose by 9.3% to ¥314.2 billion, mainly due to higher sales of automotive parts, air-conditioner compressor fins, and materials for semiconductor manufacturing equipment.

Due to its success in revising selling prices, rationalizing production, optimizing its network of manufacturing plants, improving the product mix, and reducing overhead costs, the Company reduced the break-even point in its domestic Rolled Aluminum Products Business by 6% in fiscal 2021 compared with fiscal 2019, and expects to achieve a 10% reduction in fiscal 2022. In addition, the Company substantially improved aluminum thick plate manufacturing yields at Fukaya Works in fiscal 2021.

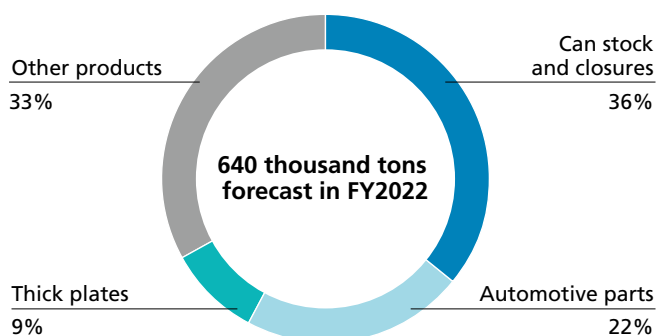
In fiscal 2022, while demand for can stock in Japan is projected to remain flat, the Company expects growing demand for more types of aluminum automotive parts and bullish demand for thick plates used for semiconductor manufacturing equipment. In response, the Company will centralize

automotive parts manufacturing at Fukui Works with the goal of increasing productivity, and aim to maximize production capacity, of which can stock, automotive parts, and thick plates are forecast to account for 36%, 22%, and 9%, respectively.

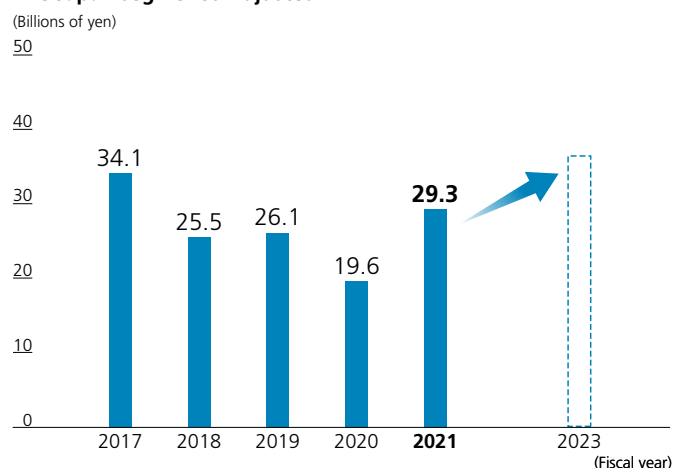
Japan segment sales



Breakdown of sales volume in Japan by product type



The Japan segment's Adjusted EBITDA



Consolidated Financial Results by Geographical Segment: North America

Business conditions

Market opportunities	Tri-Arrows Aluminum's competitive advantages	Challenges and tasks
<ul style="list-style-type: none"> Demand for aluminum can stock is growing more than 6% annually Shift away from plastic is driving up demand for can stock Rapidly growing market offers potential for pricing power and wider product applications 	<ul style="list-style-type: none"> Operating highly productive factories Long-term relationships with can manufacturers and brands Very cost competitive due to world-leading productivity Rapidly progressing sustainability management driven by the application of scrap recycling technologies 	<ul style="list-style-type: none"> Expand sources of raw materials Step up cooperation with UACJ (Thailand) and the Group's companies in Japan Increase production capacity through strategic investments

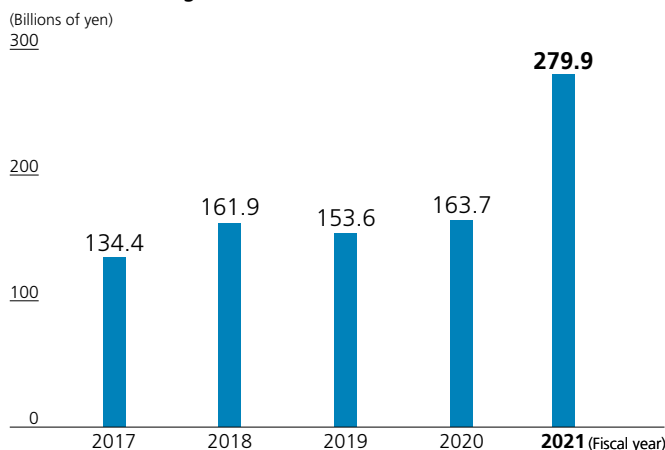
Overview of fiscal 2021 and outlook for fiscal 2022

In North America, net sales increased by 71.0% year on year to ¥279.9 billion. Of this amount, Tri-Arrows Aluminum posted net sales of ¥237.2 billion, up 67.0%, as it continued to tap strong demand for flat-rolled aluminum for can stock, which is projected to rise by about 6% annually between 2021 and 2025 amid growing awareness of environmental conservation. The company's sales volume reached 490 thousand tons in fiscal 2021, an increase of 10.4% year on year. Backed by higher sales volume and the favorable impact of higher aluminum market prices on the metal price lag, operating income rose 146.2% to ¥32.0 billion. Net sales and operating income are both forecast to increase in fiscal 2022 on the back of solid demand.

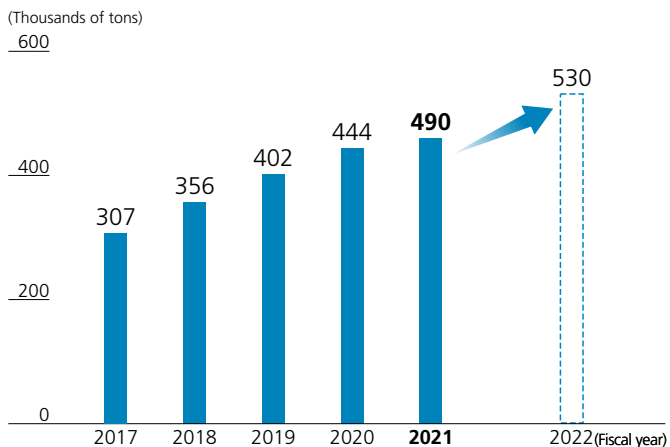
Supported by North America's growing electric vehicle (EV) market, UACJ Automotive Whitehall Industries also posted year-on-year growth in net sales, which rose 60.1% to ¥23.7 billion. This result reflected higher sales to EV manufacturers, which have been adopting aluminum parts as a means to reduce vehicle weight. On the other hand, the company posted an operating loss of ¥1.5 billion (compared to a loss of ¥2.2 billion in the previous fiscal year). Nevertheless, it was profitable in the

fourth quarter of fiscal 2021, thanks to the higher sales to EV manufacturers and the start of aluminum structural components manufacturing for Japanese original equipment manufacturers operating in North America, indicating the potential for profitability from fiscal 2022.

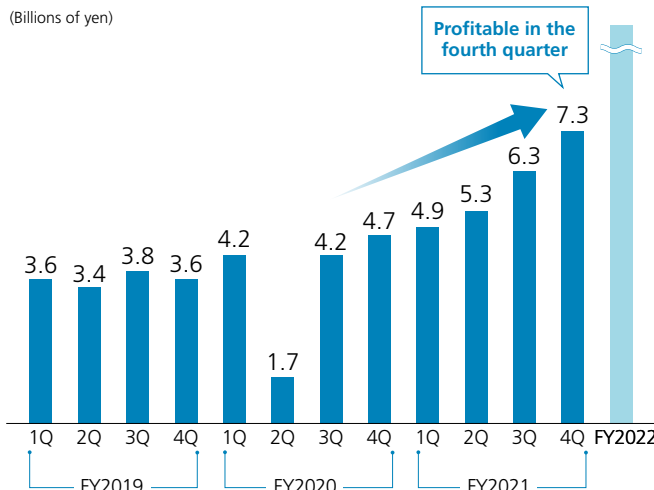
North America segment sales



Tri-Arrows Aluminum's sales volume results and forecast



UACJ Automotive Whitehall's net sales results and forecast



Notes: FY2020 was from January to December 2020
FY2021 was from April 2021 to March 2022

Consolidated Financial Results by Geographical Segment: Asia and Other Regions

Business conditions

Market opportunities	UACJ (Thailand)'s competitive advantages	Challenges and tasks
<ul style="list-style-type: none"> • Steeply rising demand in the Asia-Pacific region backed by economic growth • Increasing exports to countries shifting away from plastic containers 	<ul style="list-style-type: none"> • Operating Southeast Asia's only state-of-the-art aluminum rolling mill • Excellent access to other Asian countries where demand is projected to grow • Solid relations with beverage can manufacturers from Japan and other countries 	<ul style="list-style-type: none"> • Increase production capacity beyond 320 thousand tons • Continue securing and training local workers to independently operate manufacturing facilities • Boost earnings by cutting costs and diversifying products, sales regions, and customers • Strengthen ties with international customers • Deploy recycling technologies and establish recycling systems

Overview of fiscal 2021 and outlook for fiscal 2022

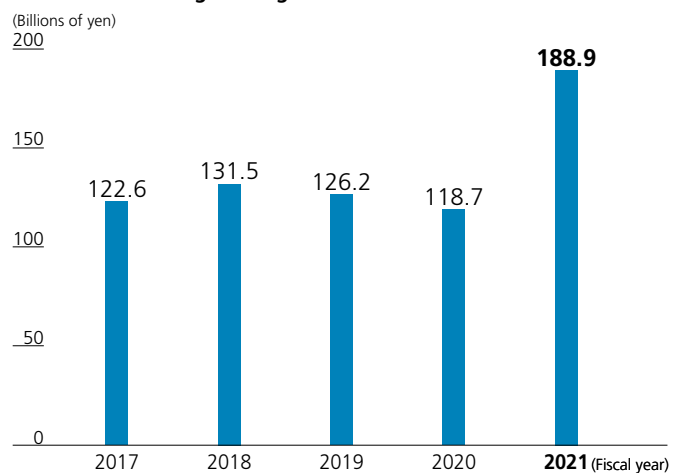
In fiscal 2021, the Asia and Other Regions segment posted net sales of ¥188.9 billion, up 59.1% year on year. The segment includes UACJ (Thailand), which sells products to customers in 25 countries as the operator of Southeast Asia's only integrated rolled products factory.

UACJ (Thailand) recorded record-high sales volume of 321 thousand tons, up 58.1% compared with fiscal 2020, when the market had slowed due to the COVID-19 pandemic. The company's net sales grew by 120.4% to ¥141.3 billion, operating income totaled ¥9.3 billion (up from an operating loss of ¥3.0 billion in the previous fiscal year), and the operating income margin came to 6.6%. Ordinary income was also positive for the first time since the company began operating in 2014, mainly due to the higher sales volume and the favorable impact of the metal price lag.

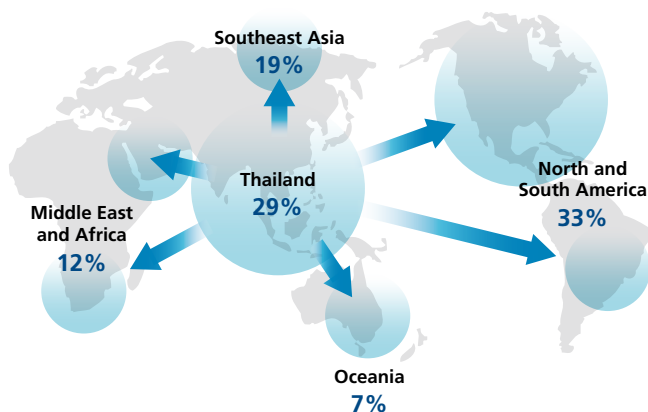
In fiscal 2022, sales volume is forecast to increase by 2.8% to 330 thousand tons on the back of rising global demand for can stock as well as brisk demand for air-conditioner compressor fins. Although energy prices are expected to

continue rising, ordinary income is forecast to remain on par with the amount in fiscal 2021 owing to cost reductions and selling price revisions.

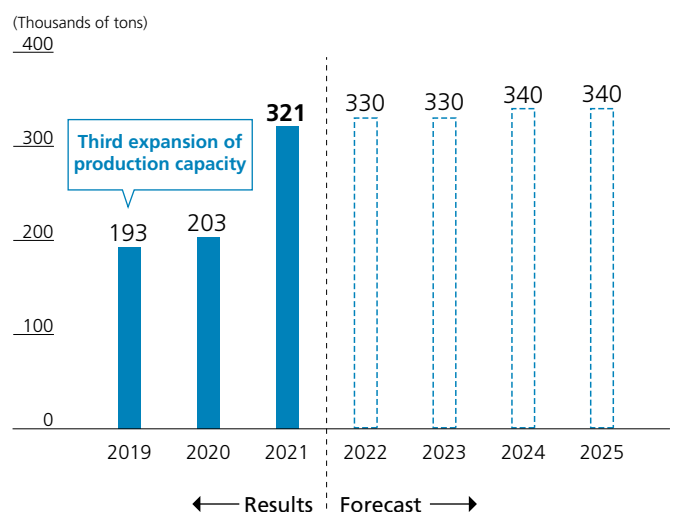
Asia and Other Regions segment sales



Breakdown of UACJ (Thailand)'s sales volume by region



UACJ (Thailand)'s sales volume results and forecast



Forecast for Fiscal 2022

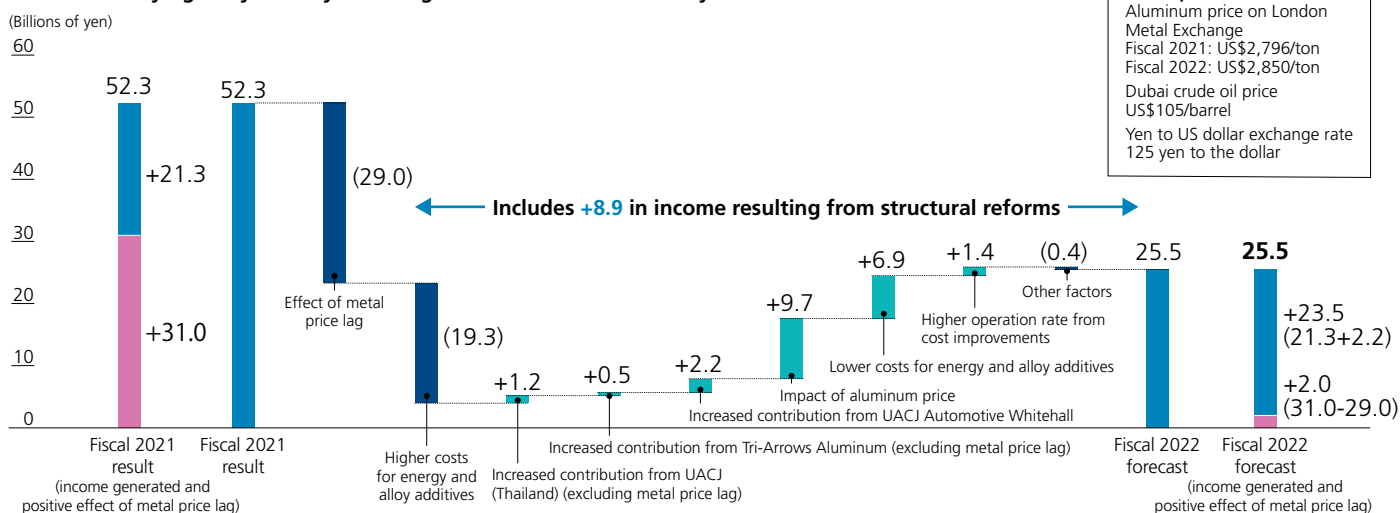
Sales and ordinary income (excluding the metal price lag effect) expected to rise despite higher energy and alloy additive prices, thanks to the completion of structural reforms and sales growth of can stock

In fiscal 2022, ending March 31, 2023, sales volume of rolled aluminum is forecast to increase by 9.7% year on year to 1,419 thousand tons, mainly due to rising market demand for can stock and automotive parts in Japan and other countries around the world.

Reflecting this increase, net sales are forecast to reach ¥940.0 billion, an increase of 20.1% compared with fiscal 2021. On the other hand, profit is forecast to fall year on year, with operating income at ¥31.0 billion, down 47.9%, ordinary income at ¥25.5 billion, a decrease of 51.2%, and net income attributable to owners of the parent at ¥15.0 billion, down 53.2%. The forecast decrease in ordinary income, in particular,

is due to an assumed negative effect of the metal price lag amounting to ¥29.0 billion, and increases in energy and raw material costs totaling ¥19.3 billion, specifically for increased fuel costs resulting from higher crude oil prices, as well as rising prices of alloy additives. These factors will more than offset ¥8.9 billion in income expected to come from structural reforms. Ordinary income excluding the effect of the metal price lag, regarded by the Company as an accurate indicator of profitability, is forecast to increase by ¥2.2 billion from the ¥21.3 billion recorded in fiscal 2021, reflecting steady progress in boosting earnings capacity.

Factors underlying the year-on-year change in the fiscal 2021 ordinary income result and fiscal 2022 forecast



Responding to risks in the operating environment

In order to deal with steeply rising energy prices, the Company and UACJ (Thailand) have been negotiating with customers to introduce a system for reflecting market prices of energy in product selling prices. Such a system was adopted by Tri-Arrows Aluminum in April 2022. Likewise, all three companies have introduced a system for reflecting steeply rising market prices of aluminum alloy additives in product prices. Through these systems, market prices of energy and alloy additives are borne by the Group up to specified levels, and prices above those levels are reflected in selling prices. Following the adoption of these systems, the Company expects the impact of these market prices on ordinary income (excluding the effect of the metal price lag) to lessen by about 30% in fiscal 2022, and by a much greater degree in fiscal 2023.

	UACJ Corporation	Tri-Arrows Aluminum	UACJ (Thailand)
Higher aluminum market prices	Aluminum market prices have been reflected in product selling prices		
Steeply rising energy prices	Switching to a system for reflecting market prices of energy in product selling prices effective from July 2022 (currently negotiating with customers)	Introduced a system for reflecting market prices of energy in product selling prices	Planning to introduce a system for reflecting market prices of energy in product selling prices (currently negotiating with customers)
Steeply rising aluminum alloy additive prices	Introduced a system for reflecting market prices of alloy additives in product selling prices		
Higher logistics costs	—		Introduced a system for including logistics costs in product selling prices

Cash Allocation

Aiming for an optimal balance between investing in growth and strengthening the financial base

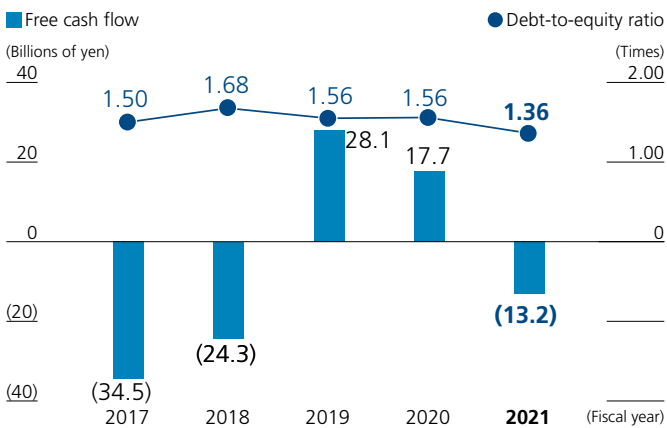
The Company reduced its debt-to-equity ratio from 1.56 in fiscal 2020 to 1.36 in fiscal 2021 by using profits to bolster shareholders' equity. Furthermore, adjusted earnings before interest, taxes, depreciation and amortization (EBITDA), which excludes the impact of changes in aluminum prices on inventory valuations, grew from ¥44.7 billion in fiscal 2020 to ¥60.2 billion in fiscal 2021, reflecting returns on past investments in the United States and Thailand along with the results of structural reforms in Japan. Adjusted EBITDA is forecast to reach ¥62.8 billion in fiscal 2022.

To pay down interest-bearing debt, the Company is focusing on generating free cash flow. Although it posted

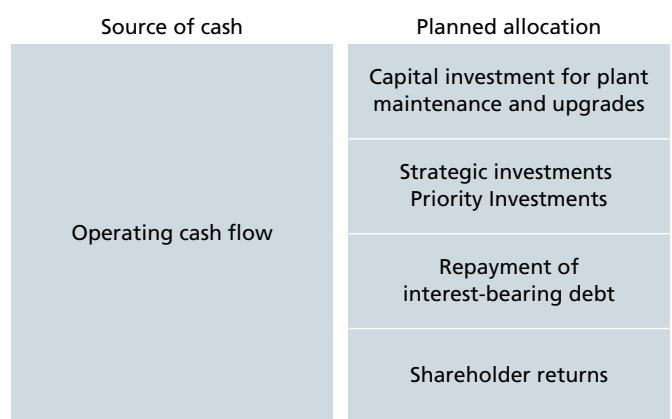
negative free cash flow of ¥13.2 billion in fiscal 2021, if the substantial amount of working capital needed for steeply rising aluminum prices is excluded, the Company would have posted positive free cash flow totaling ¥63.1 billion.

In its mid-term management plan now underway, the Company aims to both invest in growth and strengthen its financial base. Specifically, it is limiting capital expenditures to about 70% of depreciation and amortization in each business, and prioritizing investment in the production of automotive parts and can stock for the North American market, where demand is projected to grow substantially.

Free cash flow and debt-to-equity ratio

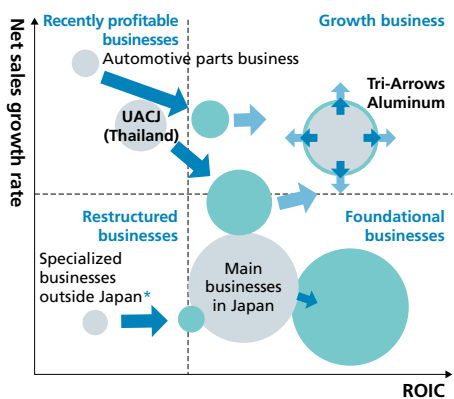


Current cash allocation plan



Transforming the business portfolio

- Scale of net sales in fiscal 2019
- Projected scale of net sales in fiscal 2023
- ➡ Transition from fiscal 2021 to 2023
- ➡ Envisioned direction from fiscal 2024 to 2026



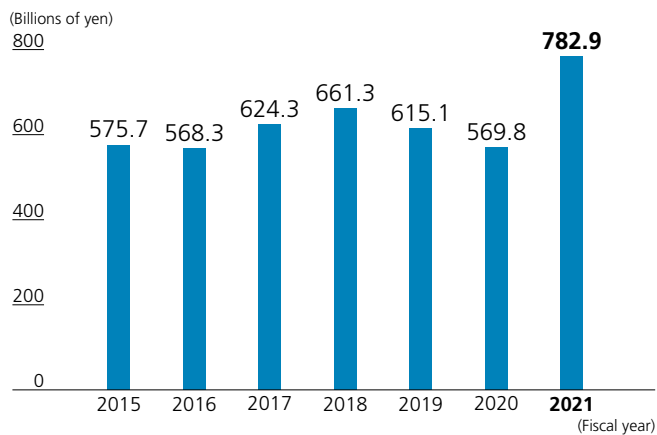
* Extrusion, casting and forging, foil, and precision-machined components businesses

Business category	Subsidiary / business	Operations and target market	Purpose of cash allocation under the current mid-term management plan (ending March 2024)
Growth business	Tri-Arrows Aluminum	Can stock for the North American market	Priority on strategic investment
Recently profitable business transitioning to a growth business	Automotive parts business	Automotive parts for the North American, Chinese, and Japanese markets	Priority on strategic investment
Recently profitable business transitioning to a foundational business	UACJ (Thailand)	Upstream and downstream operations	Investment in key initiatives (besides increasing production capacity)
Foundational businesses	Main businesses in Japan besides the automotive parts business	Upstream and downstream operations	Investment in key initiatives (besides increasing production capacity)
Restructured businesses transitioning to foundational businesses	Extrusion, casting and forging, foil, and precision-machined components businesses outside Japan		Investment in maintenance and upgrades (business withdrawal also considered if necessary)

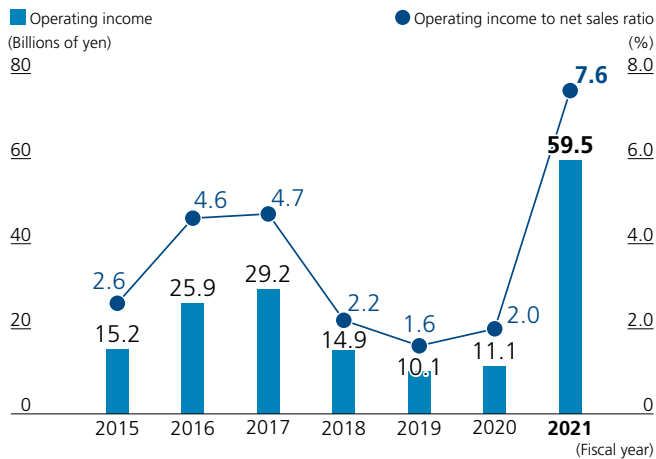
Highlights of Financial and Non-financial Results

Consolidated financial results

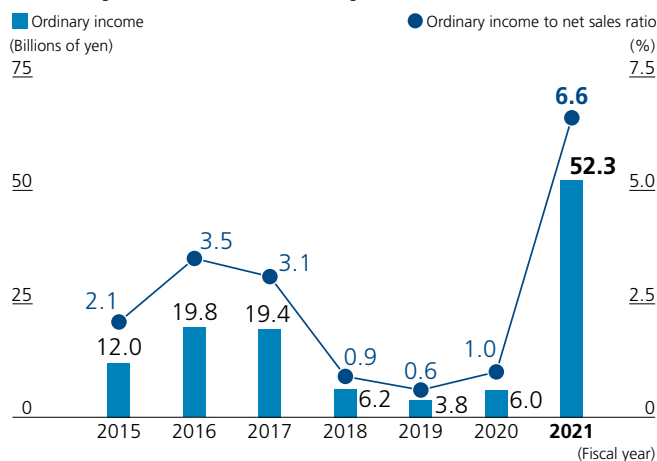
Net sales



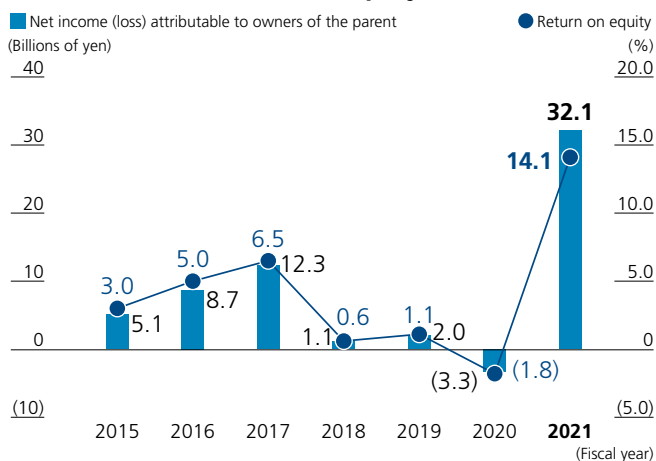
Operating income and operating income to net sales ratio



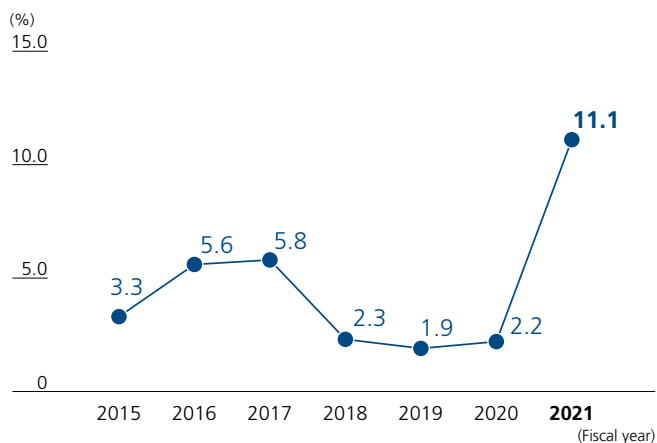
Ordinary income and ordinary income to net sales ratio



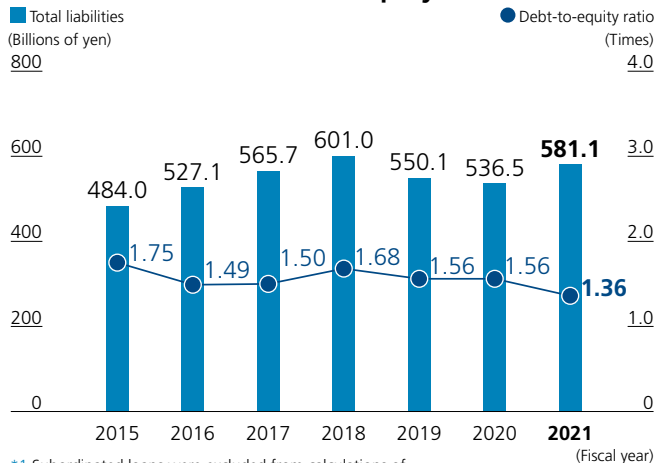
Net income and return on equity



Return on invested capital



Total liabilities and debt-to-equity ratio*1



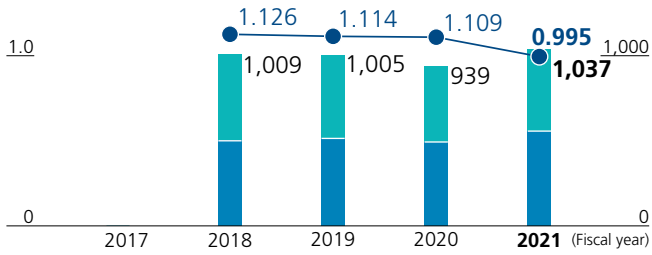
*1 Subordinated loans were excluded from calculations of the debt-to-equity ratio from fiscal 2016

Non-financial results

CO₂ emissions

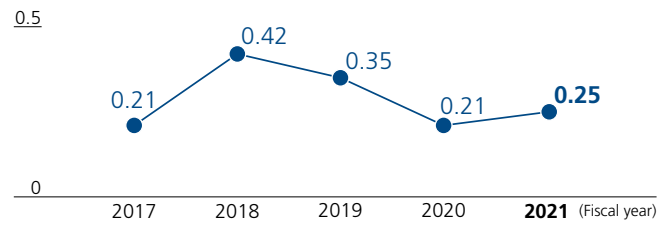
● CO₂ emissions per ton of products manufactured (Tons of CO₂ per ton of products)
 2.0

■ Scope1 ■ Scope2 (Thousands of tons of CO₂ per year)
 2,000



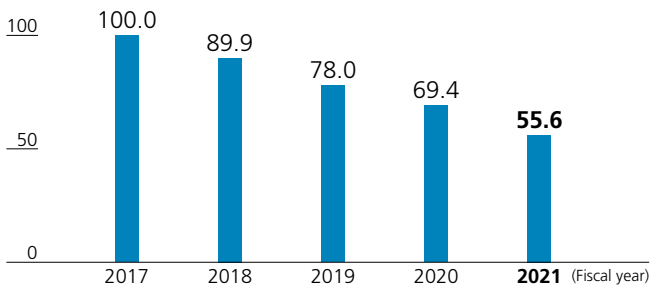
Workplace accidents in Japan

● Workplace accidents resulting in injury or death (-)
 1.0



Customer complaints*2

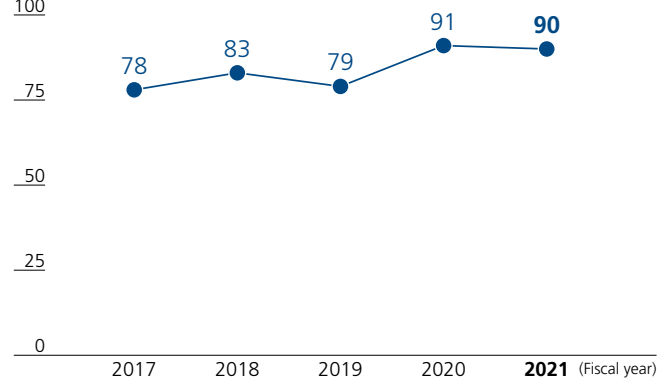
(-)
 150



*2 The figures show the percentage of customer complaints compared with the base year of fiscal 2017

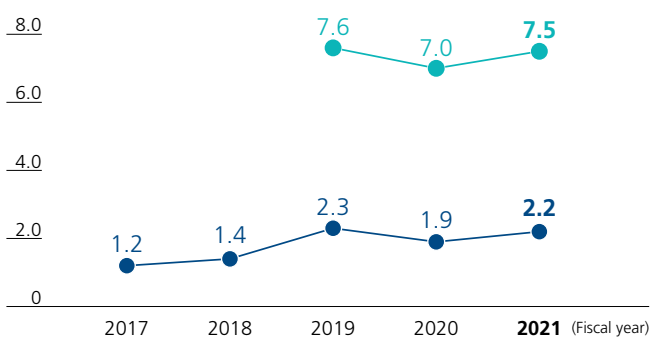
Ratio of group companies formally pledging to uphold the Group Code of Conduct

(%)
 100

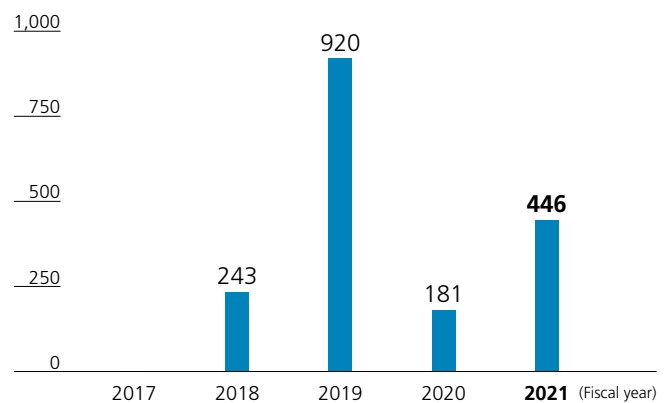


Ratio of female managers

● Group Companies in Japan ● Group Companies Worldwide (%)
 10.0



Number of people receiving support for education



10-Year Financial Highlights

		Fiscal 2012	Fiscal 2013	Fiscal 2014
Consolidated sales and income				
Net sales	Total	436,485	364,107	572,541
Operating income	Total	15,069	17,772	23,679
Ordinary income	Total	14,606	16,798	21,337
Income (loss) before income taxes	Total	9,743	15,523	18,856
Net income (loss) attributable to owners of the parent	Total	4,656	9,946	8,649
Operating margin	Total	3.5%	4.9%	4.1%
Net income (loss) to net sales ratio	Total	1.1%	2.7%	1.5%
Consolidated financial condition				
Total assets* ¹	Total	536,200	608,490	677,952
Net assets	Total	138,166	168,140	187,136
Shareholders' equity	Total	136,387	155,515	172,305
Interest-bearing debt	Total	215,318	256,309	295,953
Current assets* ¹	Total	191,653	236,638	269,889
Non-current assets* ¹	Total	344,547	371,852	408,063
Current liabilities* ¹	Total	251,858	236,387	287,884
Non-current liabilities* ¹	Total	146,175	203,963	202,932
Shareholders' equity ratio* ¹	Total	25.4%	25.6%	25.4%
Return on equity	Former Furukawa-Sky until FY2012	4.3%	8.6%	5.3%
	Former Sumitomo Light Metal	2.7%	–	–
Consolidated cash flows				
Cash flows from operating activities	Total	29,032	14,233	26,777
Cash flows from investing activities	Total	(21,520)	(25,452)	(49,668)
Free cash flow	Total	7,512	(11,219)	(22,891)
Cash flows from financing activities	Total	(12,887)	14,067	25,694
Per share information				
Net income (loss) per share (yen)* ²	Former Furukawa-Sky until FY2012	13.85	30.36	20.21
	Former Sumitomo Light Metal	2.59	–	–
Annual dividend per share (yen)* ²	Former Furukawa-Sky until FY2012	6.0	9.0	6.0
	Former Sumitomo Light Metal	3.5	–	–
Main consolidated expenses				
Capital investment	Total	25,554	27,104	46,539
Depreciation and amortization	Total	20,121	17,165	22,636
Research and development expenses	Total	5,031	3,688	4,619

Notes: All yen figures in this table has been rounded. Figures for fiscal 2012 are combined results of UACJ's predecessors, Furukawa-Sky Aluminum Corporation and Sumitomo Light Metal Industries Co., Ltd. Figures for 2013 are comprised of the combined results of those two companies in the first half of the fiscal year and UACJ's results in the second half. Effective from fiscal 2013, certain accounting principles were changed, including those for treating notes matured at the fiscal year-end; however, results in the prior fiscal years have not been adjusted to reflect the change.

(Millions of yen)

Fiscal 2015	Fiscal 2016	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021
575,735	568,316	624,270	661,330	615,150	569,756	782,911
15,212	25,869	29,205	14,868	10,126	11,144	59,520
12,010	19,819	19,408	6,201	3,788	5,958	52,286
13,976	18,281	19,692	10,041	(1,622)	3,473	50,114
5,105	8,715	12,253	1,116	2,038	(3,269)	32,054
2.6%	4.6%	4.7%	2.2%	1.6%	2.0%	7.6%
0.9%	1.5%	2.0%	0.2%	0.3%	(0.6%)	4.1%
662,543	725,443	774,071	807,224	752,785	732,960	828,729
178,582	198,360	208,396	206,204	202,716	196,445	247,589
165,030	184,090	194,235	190,998	188,363	183,063	227,993
289,006	323,825	342,336	375,080	344,011	335,789	339,447
263,409	305,563	322,461	348,291	288,919	294,502	394,618
399,135	419,880	451,610	458,933	463,866	438,457	434,111
249,784	237,650	273,148	273,269	264,434	251,150	322,136
234,177	289,433	292,527	327,751	285,635	285,365	259,004
24.9%	25.4%	25.1%	23.7%	25.0%	25.0%	27.5%
3.0%	5.0%	6.5%	0.6%	1.1%	(1.8%)	14.1%
–	–	–	–	–	–	–
22,511	28,393	17,381	10,651	58,115	38,623	7,799
(34,759)	(55,456)	(51,853)	(34,947)	(30,021)	(20,950)	(21,035)
(12,248)	(27,063)	(34,472)	(24,296)	28,094	17,673	(13,236)
11,176	49,478	13,543	28,971	(25,852)	(17,008)	(652)
11.94	201.63	253.96	23.14	42.26	(67.79)	664.69
–	–	–	–	–	–	–
6.0	60.0	60.0	60.0	20.0	0.0	85.0
–	–	–	–	–	–	–
30,489	31,556	51,195	52,544	48,947	18,090	20,728
22,893	23,508	25,686	27,215	27,748	30,007	30,585
4,630	4,412	4,409	4,529	4,305	4,452	4,259

*1 The Company has applied the Partial Amendments to Accounting Standard for Tax Effect Accounting (Statement No. 28), issued by the Accounting Standards Board of Japan on February 16, 2018. Accordingly, amounts for total assets, current assets, non-current assets, current liabilities, non-current liabilities, and shareholders' equity ratio were calculated to reflect this application retroactively from fiscal 2017.

*2 In fiscal 2017, UACJ conducted a 1-for-10 reverse stock split of common stock on October 1, 2017. Figures for net income per share and annual dividend per share in fiscal 2016 and 2017 were calculated as if the reverse stock split had occurred at the beginning of fiscal 2016.

Company Overview (as of October 1, 2022)

Corporate name	UACJ Corporation
Headquarters	Tokyo Sankei Bldg., Otemachi 1-7-2, Chiyoda-ku, Tokyo 100-0004 Japan
Representative Director & President	Miyuki Ishihara
Principal business	Manufacture and sales of flat rolled aluminum and casting, forged, and precision-machined products made of aluminum, aluminum alloys, and other nonferrous metals
Capital	¥52.277 billion
Number of employees (consolidated)	9,571(As of March 31, 2022)
Fiscal year end	March 31
URL	https://www.uacj.co.jp/english/

Locations

Nagoya Works	Chitose 3-1-12, Minato-ku, Nagoya-shi, Aichi 455-8670, Japan
Fukui Works	Kurome 21-1, Mikuni-cho, Sakai-shi, Fukui 913-8588, Japan
Fukaya Works	Uwanodai 1351, Fukaya-shi, Saitama 366-8511, Japan
Chubu Area Head Office	Kanayama Place, Kanayama 1-13-13, Naka-ku, Nagoya-shi, Aichi 460-0022, Japan
Kansai Area Head Office	Nakanoshima Mitsui Building, Nakanoshima 3-3-3, Kita-ku, Osaka-shi, Osaka 530-0005, Japan
Kyushu Branch	Hakata Gion M-SQUARE, 2-1Reisen-machi, Hakata-ku, Fukuoka 812-0039, Japan
Research & Development Division	Chitose 3-1-12, Minato-ku, Nagoya-shi, Aichi 455-8670, Japan
Fukui Development Section	Kurome 21-1, Mikuni-cho, Sakai-shi, Fukui 913-8588, Japan
Fukaya Development Section	Uwanodai 1351, Fukaya-shi, Saitama 366-8511, Japan
R&D Center (North America)	12501 Plantside Dr, Louisville, KY 40299, USA
R&D Center (Thailand)	Innovation Cluster 2 Building, Tower D, Phaholyothin Road 111 Thailand Science Park Amphoe Khlong Luang, Chang Wat Pathum Thani 12120, Thailand

Group Companies in Japan

Flat Rolled Products Business

UACJ Fukaya Service Corporation
UACJ Nagoya Alupack Corporation
Sansen Co., Ltd.
Furukawa UACJ Memory Disk Co., Ltd.

Extrusion Business

UACJ Extrusion Corporation
UACJ Extrusion Oyama Corporation
UACJ Extrusion Nagoya Corporation
UACJ Extrusion Gunma Corporation
UACJ Extrusion Shiga Corporation
Light Metals Extrusion Development Co., Ltd.
Nihon Cooler Co., Ltd.

Foil Business

UACJ Foil Corporation
Nikken Co., Ltd.
UACJ Foil Sangyo Corporation
UACJ Foil Service Corporation

Casting and Forging Business

UACJ Foundry & Forging Corporation

Precision-machined Components Business

UACJ Metal Components Corporation
Nalco Koriyama Co., Ltd

Others

UACJ Trading Corporation
Izumi Metal Corporation
Kamakura Industry Co., Ltd.
UACJ Marketing & Processing Corporation
UACJ Aluminum Center Corporation
UACJ Logistics Corporation*1
UACJ Green-net Corporation

Group Companies outside Japan

Flat Rolled Products Business

UACJ (Thailand) Co., Ltd. (Thailand)
 Tri-Arrows Aluminum Holding Inc. (USA)
 Tri-Arrows Aluminum Inc. (USA)
 Logan Aluminum Inc. (USA)*1
 Ruyuan Dongyangguang UACJ Fine Aluminum Foil Co., Ltd. (China)*1
 UPIA Co., Ltd. (South Korea)

Automotive Parts Business

UACJ Automotive Whitehall Industries, Inc. (USA)
 Dicastal UACJ Bolv Automotive Components Co., Ltd. (China)*1

Extrusion Business

UACJ Extrusion (Thailand) Co., Ltd. (Thailand)
 UACJ Extrusion Czech s.r.o. (Czech Republic)
 Dicastal UACJ Bolv (Tianjin) Extrusion Corporation (China)*1

Foil Business

UACJ Foil Malaysia Sdn. Bhd. (Malaysia)

Casting and Forging Business

UACJ Foundry & Forging (Vietnam) Co., Ltd. (Vietnam)

Precision-machined Components Business

UACJ Metal Components North America, Inc. (USA)
 UACJ Metal Components Mexico, S.A. de C.V. (Mexico)
 UACJ Metal Components Central Mexico, S.A. de C.V. (Mexico)
 UACJ Metal Components (Thailand) Co., Ltd. (Thailand)
 P.T. Yan Jin Indonesia (Indonesia)
 UACJ (Wuxi) Aluminum Products Corporation (China)

Others

UACJ North America, Inc. (USA)
 Shanghai UACJ Dongyangguang Aluminum Sales Corporation (China)
 Shaoguan UACJ Dongyangguang Aluminum Sales Corporation (China)
 UACJ (Shanghai) Aluminum Corporation (China)
 UACJ Elval Heat Exchanger Materials GmbH (Germany)
 UACJ Trading (Thailand) Co., Ltd. (Thailand)
 Siam UACJ Trading Co., Ltd. (Thailand)
 UACJ Trading (Shanghai) Co., Ltd. (China)
 UACJ Trading (Kunshan) Metal Products Co., Ltd. (China)
 UACJ Trading (HongKong) Co., Ltd. (China)
 UACJ Trading (Dalian.F.T.Z.) Co., Ltd. (China)
 UACJ Trading Czech s.r.o. (Czech Republic)
 UACJ Trading & Processing America, Inc.(USA)
 UACJ Marketing & Processing Mexico, S.A. de C.V. (Mexico)
 UACJ Australia Pty. Ltd. (Australia)
 Boyne Smelters Ltd. (Australia)*1

Stock Overview (as of March 31, 2022)

Total number of shares Issuable	170,000,000 shares*2
Total number of shares issued and outstanding	48,328,193 shares*3 (Including 105,534 shares of treasury stock)
Number of shareholders	27,557

*2 The number of shares issuable was revised to 170,000,000 due to a reverse stock split on October 1, 2017.

*3 The number of shares became 48,328,193 due to a reverse stock split on October 1, 2017.

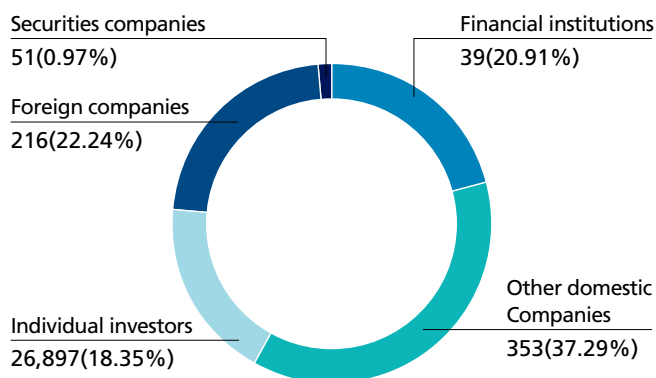
Major Shareholders

Shareholder name	Shareholdings Number of shares held(hundreds)*4	Percent of total*5
Furukawa Electric Co., Ltd.	120,365	24.96
The Master Trust Bank of Japan, Ltd. (investment trust account)	52,835	10.95
NIPPON STEEL CORPORATION	37,446	7.76
GOLDMAN SACHS INTERNATIONAL	17,806	3.69
Custody Bank of Japan, Ltd. (Securities Trust Account)	16,294	3.37
ECM MF	14,500	3.00
MLI FOR SEGREGATED PB CLIENT	10,050	2.08
DFA INTL SMALL CAP VALUE PORTFOLIO	8,517	1.76
The UACJ Group Employee Stock Ownership Plan	7,964	1.65
SUMITOMO CORPORATION	7,500	1.55

*4 The number of shares is shown after rounding off figures of less than 100 shares.

*5 Calculations of equity position exclude treasury stock (105,534 shares), and figures have been rounded off below the second decimal place.

Ownership Ratio by Type of Investor*6



*6 Calculations of equity position are rounded down to the second decimal point

*1 Equity-method affiliate

Answers to questions from shareholders and investors about UACJ's business and operating environment

Q How do you produce flat rolled products?

A The manufacturing process begins by melting an aluminum ingot, then removing impurities and forming the liquefied aluminum into a large cuboid slab. The Fukui Works produces slabs that can be as large as 2.3 meters wide and 10 meters long, and weigh up to 32 tons. The surfaces are scraped and the slab is treated by heating to a uniform temperature up to 600°C throughout the slab. The slab is then sent to a hot rolling line where a hot-rolling machine presses it into sheets as thin as

three millimeters. The sheets are wound into a coil, and then passed through a cold-rolling machine that rolls the aluminum to the specific thickness, flatness, and strength needed for its intended use. The final process is the finishing, where the surface is treated and coated for the final product, such as cans, before being delivered to the customer.

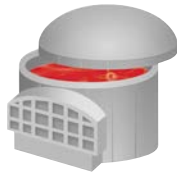
The UACJ website has a video explaining the full manufacturing process.
<https://www.uacj.co.jp/english/ir/other/movie/index.htm>



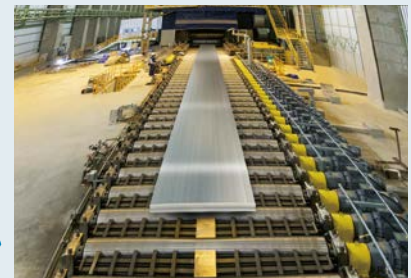
Flat Rolled Product Production Process



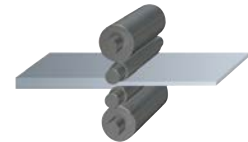
Melting



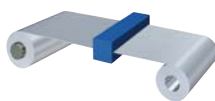
Casting



Hot mill rough rolling



Finishing inspection/packaging



Cold mill rolling



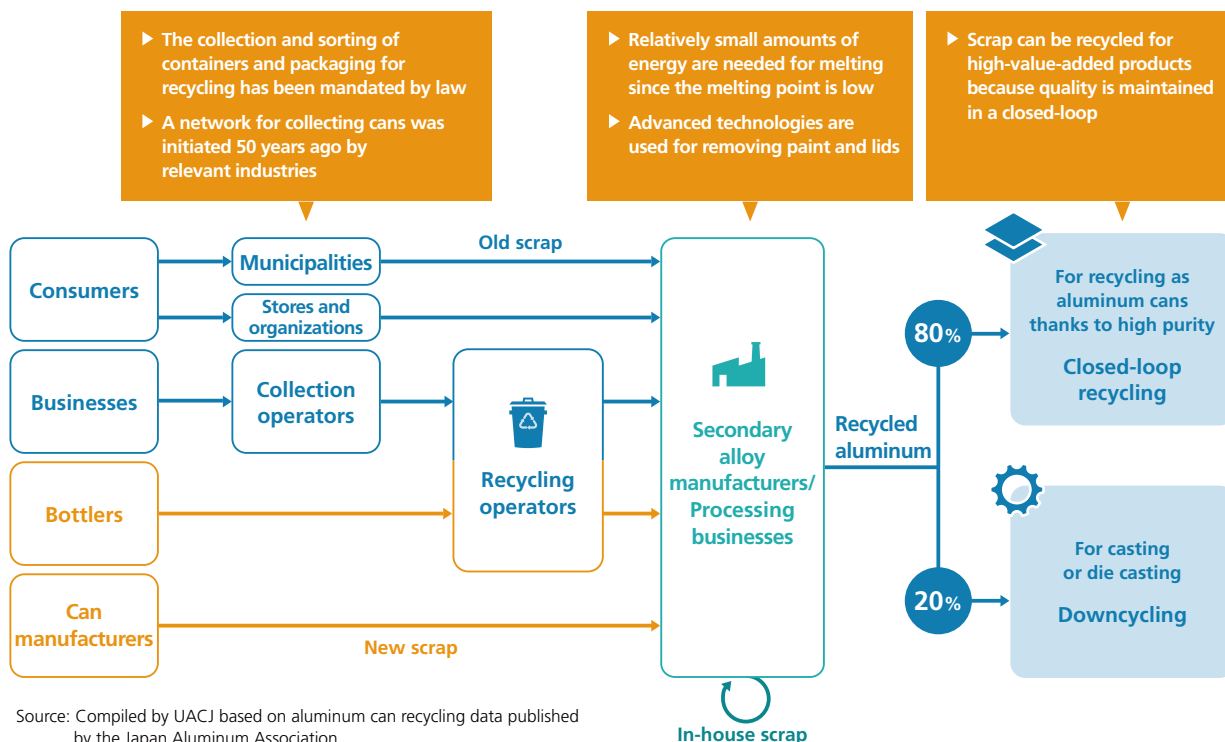
Hot mill finish rolling



Why is the recycling rate for aluminum cans so high in Japan?

Steps to set up a network for collecting and sorting cans were first taken in Japan almost 50 years ago. Since then, municipalities have led efforts to collect and sort used aluminum beverage cans (old scrap). The recycling rate has continued to rise thanks to regulations and public calls to reduce environmental loads, but the main contributing factor has been the high value of scrap aluminum. Furthermore, due to its low melting point along with advances in technologies for removing paint and

lids, aluminum can be recycled at a low cost while maintaining high quality. Nowadays, awareness of the environment and the need to reduce waste and CO₂ emissions is generally high among consumers in Japan, so they are willing to properly dispose aluminum cans in recycling bins. As a result of these factors, 96.6% of aluminum cans were recycled in Japan in during the 12-month period between April 2021 and March 2022 (according to the Japan Aluminium Can Recycling Association).



How is aluminum important for reducing the weight of automobiles, and which automobile parts are made of aluminum?

Aluminum helps reduce the weight of automobiles because it is only about one-third the weight of steel. In addition, aluminum is strong, easy to process, resistant to corrosion, thermally conductive, and recyclable. Due to these beneficial properties, automakers have been adopting aluminum for important automobile parts, including wheels and engine and transmission components. More recently, they have been adopting aluminum for automobile panels and

frame components in response to stricter fuel efficiency standards, which many countries have been enacting since 2020. Anticipating this trend well in advance, UACJ specified the group-wide supply of diverse aluminum auto parts as a priority measure of its second mid-term management plan launched in April 2018. Since then, the Group has been working to provide practical solutions for reducing the weight of automobiles through the use of aluminum.

