Fiscal 2019 Activity Report

Performance Overview

Sales volume

Up year on year 介

- Can stock sales volume increased at UACJ (Thailand) and Tri-Arrows Aluminum
- Automotive parts sales volume increased in Japan

Ordinary income

Decreased 38.9% year on year to ¥2.4 billion

Contributing factors

- Improved equity-method gain after the JV dissolution of Constellium-UACJ ABS
- Smaller negative contributions from UACJ (Thailand) and Tri-Arrows Aluminum

Detracting factors

- Inventory valuation detracted from profit
- Impact on sales from the adverse business environment of US-China trade friction and unfavorable domestic business conditions

Primary Activities

4Q

- 1Q Established a second overseas R&D center in Thailand
 - Held executive study sessions to identify materiality (■ Page 49)
- ●Launched structural reform
 (■ Page 21-26)
 - Sold the copper tubing business
 - Established an automotive parts JV with CITIC Group Corporation in China
- Started collaborative creation of high-performance aluminum with Hitachi (page 45)
 - Started joint research with SAP Japan and others on a medication tracking system using aluminum foil with package opening detection (■ Page 45)
 - ●UACJ (Thailand) achieved profitability in operating income on a quarterly basis (■Page 53)
 - Halved the number of executive officers (■Pages 35-38)
 - Adopted a new Group Philosophy (■Pages 1-2)
 - Held employee workshops to define materiality for the Company (■Page 49)
 - Recorded positive free cash flow for the first time after the merger (Page 51)

