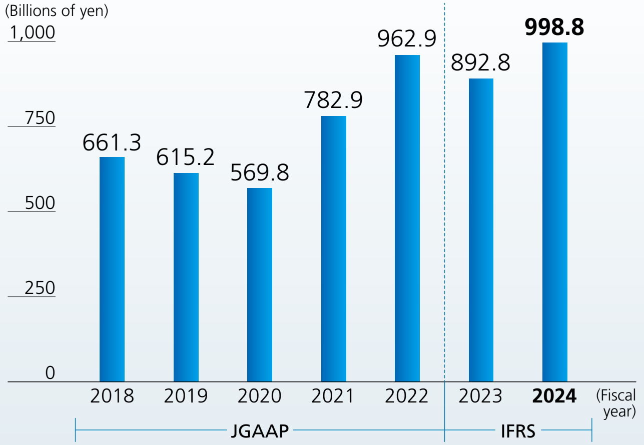
Part 6 Results

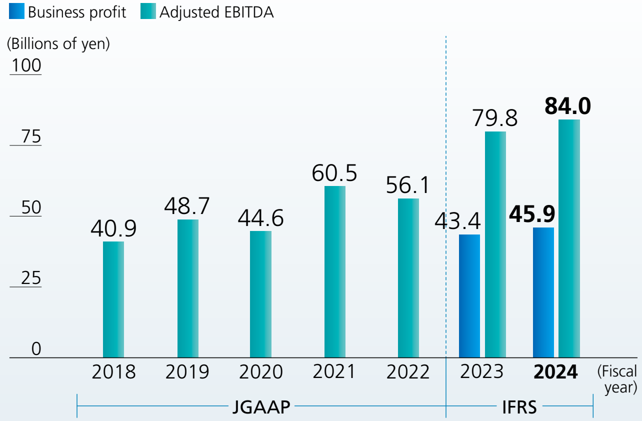
On track to achieving targets

Financial Results

Revenues



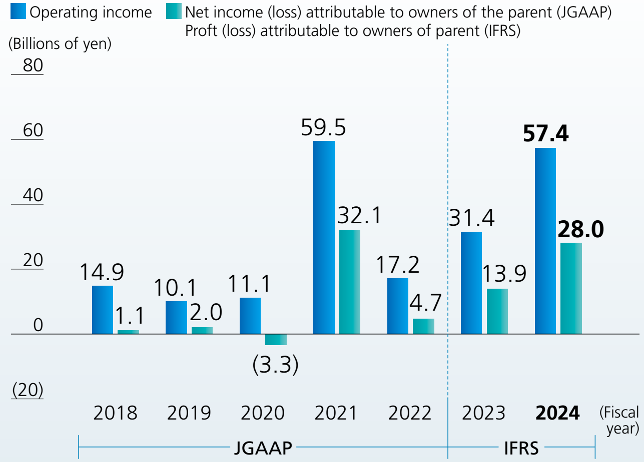
Business profit* and Adjusted EBITDA**



* Business profit is operating profit excluding the effect of the metal price lag as well as temporary and extraordinary factors

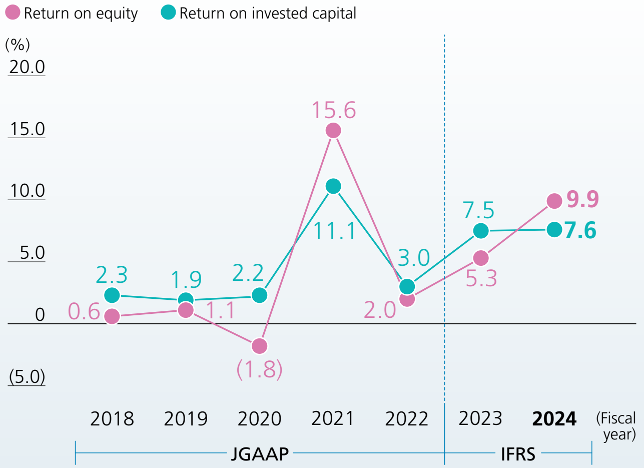
** Adjusted EBITDA is EBITDA excluding the effect of the metal price lag

Operating income and Profit (loss) attributable to owners of parent*



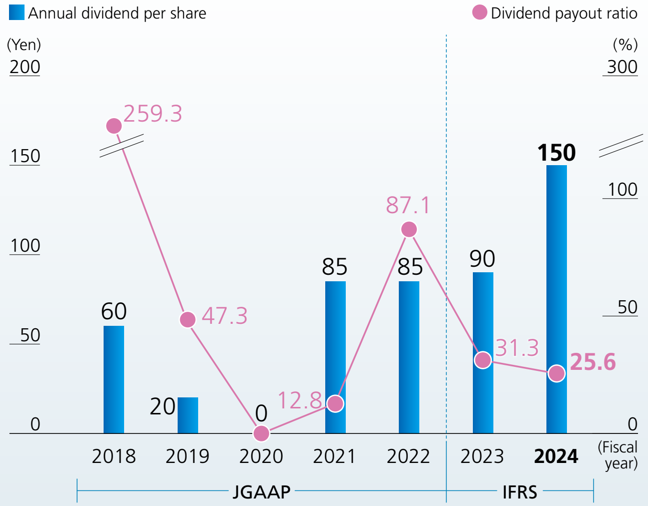
* Net income (loss) attributable to owners of parent during the years subject to JGAAP

Return on equity and Return on invested capital*

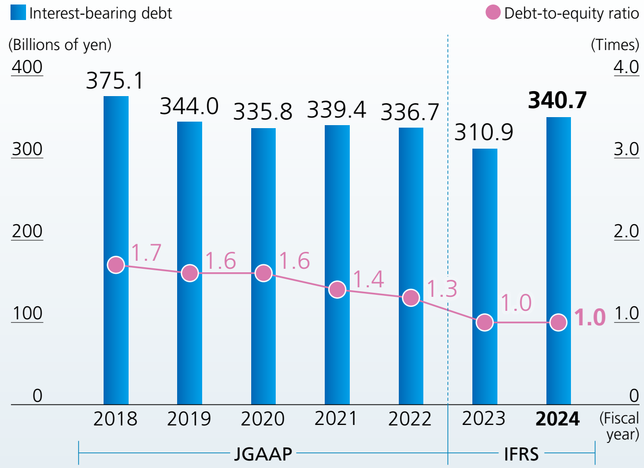


* Calculated based on income (loss) before income taxes

Annual dividend per share and Dividend payout ratio



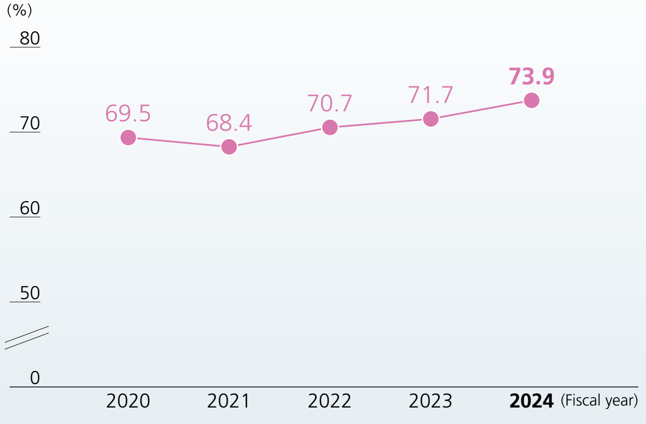
Interest-bearing debt and Debt-to-equity ratio*



* The debt-to-equity ratio excludes subordinated loans

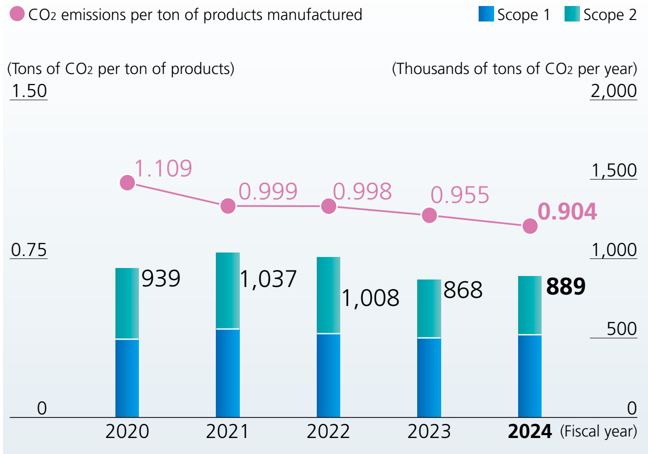
Non-Financial Results

UACJ's recycling rate*



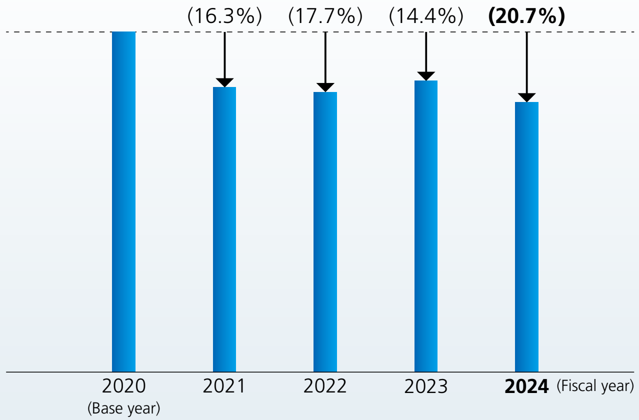
* Circulated aluminum amount/Amount charged into the melting furnace (Excludes pure aluminum material)

CO_2 emissions*



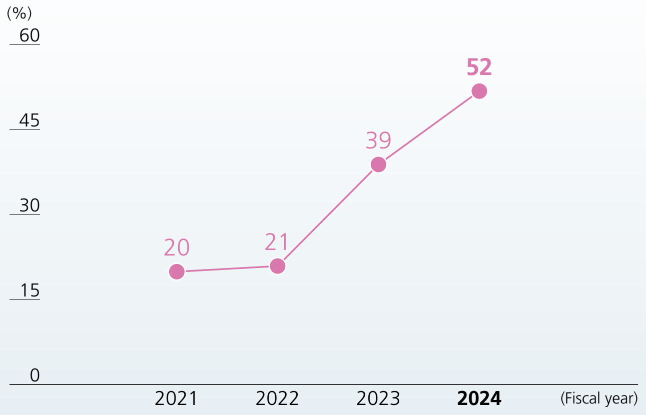
* Calculated using national emissions-related data until 2022 and location-based data from 2023

Water usage reduction (Reduction compared with the base year of FY2020 per unit of production)*



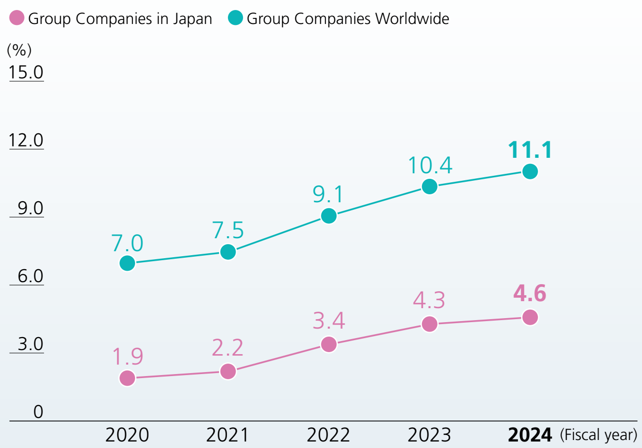
* Water usage includes industrial water, tap water, well water, and surface water, including recycled sewage water

Human rights due diligence implementation rate*



* Total number of employees of Group companies and locations where human rights due diligence has been conducted / Total number of employees of Group companies

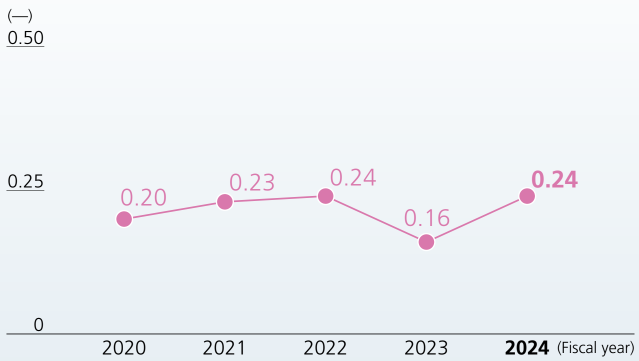
Ratio of women in management positions*



* Excluding board members

Workplace accidents the Group's worksites worldwide (including those involving onsite subcontractors)

Frequency of workplace accidents resulting in injury or death per million work hours*



* The frequency is calculated by multiplying the combined number of serious workplace injuries and deaths (regardless of whether operations were suspended) by one million and dividing the resultant amount by the total hours worked in the fiscal year.

10-Year Financial Highlights

(Millions of yen)

	JGAAP								IFRS	
Consolidated sales and income	Fiscal 2015	Fiscal 2016	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	**Fiscal 2024**
Net sales (JGAAP); Revenue	575,735	568,316	624,270	661,330	615,150	569,756	782,911	962,885	892,781	**998,781**
Operating income	15,212	25,869	29,205	14,868	10,126	11,144	59,520	17,207	31,378	**57,361**
Net income (loss) attributable to owners of the parent; Profit (loss) attributable to owners of parent (IFRS)	5,105	8,715	12,253	1,116	2,038	(3,269)	32,054	4,703	13,858	**27,979**
Ordinary income excluding the effect of the metal price lag	20,300	24,000	11,300	3,000	9,800	6,200	21,300	16,100	—	**—**
Business profit*1	—	—	—	—	—	—	—	—	43,420	**45,882**
Adjusted EBITDA*2	—	—	—	40,900	48,700	44,600	60,500	56,100	79,826	**84,029**
Consolidated financial condition										
Total assets*3	662,543	725,443	774,071	807,224	752,785	732,960	828,729	860,098	914,430	**970,006**
Net assets	178,582	198,360	208,396	206,204	202,716	196,445	247,589	269,258	302,046	**319,588**
Shareholders' equity; Equity attributable to owners of parent	165,030	184,090	194,235	190,998	188,363	183,063	227,993	248,037	277,040	**290,622**
Interest-bearing debt	289,006	323,825	342,336	375,080	344,011	335,789	339,447	336,700	310,854	**340,700**
Consolidated cash flows										
Cash flows from operating activities	22,511	28,393	17,381	10,651	58,115	38,623	7,799	52,587	94,918	**9,119**
Cash flows from investing activities	(34,759)	(55,456)	(51,853)	(34,947)	(30,021)	(20,950)	(21,035)	(26,928)	(36,196)	**(36,873)**
Free cash flow	(12,248)	(27,063)	(34,472)	(24,296)	28,094	17,673	(13,236)	25,659	58,722	**(27,754)**
Cash flows from financing activities	11,176	49,478	13,543	28,971	(25,852)	(17,008)	(652)	(19,089)	(43,994)	**12,485**
Per share information										
Net income (loss) per share (yen); Basic earnings (loss) per share*4	11.94	201.63	253.96	23.14	42.26	(67.79)	664.69	97.54	287.38	**585.97**
Annual dividend per share (yen)*4	6	60	60	60	20	0	85	85	90	**150**
Key performance indicators										
ROE (Return on equity; Ratio of equity attributable to owners of parent) (%)	3.0	5.0	6.5	0.6	1.1	(1.8)	15.6	2.0	5.3	**9.9**
Return on invested capital*5 (%)	—	—	—	2.3	1.9	2.2	11.1	3.0	7.5	**7.6**
Debt-to-equity ratio*6 (times)	1.8	1.5	1.5	1.7	1.6	1.6	1.4	1.3	1.0	**1.0**
Shareholders' equity ratio; Ratio of equity attributable to owners of parent to total assets*3 (%)	24.9	25.4	25.1	23.7	25.0	25.0	27.5	28.8	30.3	**30.0**
Dividend payout ratio (%)	50.3	29.8	23.6	259.3	47.3	—	12.8	87.1	31.3	**25.6**
Main consolidated expenses										
Capital investment	30,489	31,556	51,195	52,544	48,947	18,090	20,728	26,394	33,097	**41,863**
Depreciation and amortization	22,893	23,508	25,686	27,215	27,748	30,007	30,585	33,493	36,406	**38,147**
Research and development expenses	4,630	4,412	4,409	4,529	4,305	4,452	4,259	4,441	4,643	**4,815**

*1 Business profit is operating profit excluding the effect of the metal price lag as well as temporary and extraordinary factors.
*2 Adjusted EBITDA is EBITDA excluding the effect of the metal price lag.
*3 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.
*4 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.
*5 ROIC is calculated based on business profit before taxes.
*6 The debt-to-equity ratio excludes subordinated loans.

Human Capital Performance Results

Human resources strategy	Implementation items	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
Organization building	UKI participants*1	360 people	511 people	888 people	1,411 people	**1,752 people**
	Next-generation business leader training participants*1	0 people	44 people	20 people	45 people	**28 people**
	Succession plan creation rate*2	100%	100%	100%	100%	**100%**
	Engagement survey response rate*1	81.5%	80.0%	80.0%	90.0%	**92.0%**
	Self-reform declaration rate*1	—	57.0%	63.5%	72.8%	**57.8%**
	Ratio of women in management positions*3	1.9%	2.2%	3.4%	4.3%	**4.6%**
	Ratio of foreign nationals employed*2	5.4%	8.3%	5.6%	2.5%	**11.1%**
	Employment rate of people with disabilities*1	2.60%	2.55%	2.44%	2.69%	**2.71%**
Human resources development	Position level-specific training participants, locations (technical)*1	570 people (26 locations)	526 people (26 locations)	534 people (26 locations)	463 people (28 locations)	**799 people (27 locations)**
	Monozukuri Gakuen program participating locations*1	16 locations (including 0 overseas)	17 locations (including 0 overseas)	21 locations (including 1 overseas)	21 locations (including 1 overseas)	**20 locations (including 1 overseas)**
	Technical development seminar participants, topics*1	168 people (10 topics)	196 people (10 topics)	229 people (10 topics)	256 people (10 topics)	**305 people (10 topics)**
	Position level-specific training participants (staff)*1	381 people	476 people	646 people	811 people	**989 people**
	360 degree feedback rate*4	99.5%	100%	99.2%	—	**96.3%**
	Internal Group recruitment system reassignments*1	2 people	5 people	1 person	3 people	**1 person**
	Ratio of mid-career hires*2	53%	68%	66%	58%	**62%**
Workplace improvements	Wage level gap between men and women*2	—	—	78.4%	78.1%	**76.4%**
	Total actual working hours per year*2	2,026 hours	2,115 hours	2,062 hours	2,060 hours	**2,075 hours**
	Hours of overtime worked*2	25.1 hours	30.2 hours	28.1 hours	26.8 hours	**28.2 hours**
	Paid leave uptake rate*2	53.8%	62.0%	69.0%	67.6%	**67.0%**
	Childcare leave uptake rate for men*2	22.0%	42.0%	69.1%	74.0%	**70.5%**
	Childcare leave update rate for women*2	100%	100%	100%	100%	**100%**
	Health checkup participation rate*2	100%	100%	100%	100%	**100%**
	Stress check rate*2	94.3%	90.9%	91.7%	95.4%	**95.2%**

*1 Consolidated
*2 Non-consolidated
*3 UACJ Group in Japan
*4 Non-consolidated management positions

Corporate and Stock Information

Company overview (as of October 1, 2025)

Corporate name	UACJ Corporation
Headquarters	Tokyo Sankei Bldg., Otemachi 1-7-2, Chiyoda-ku, Tokyo 100-0004 Japan
Representative Director & President	Shinji Tanaka
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)	10,203 (As of March 31, 2025)
Fiscal year end	March 31
URL	https://www.uacj.co.jp/english/

Stock overview*1 (as of June 30, 2025)

Total number of shares Issuable	170,000,000 shares
Total number of shares issued and outstanding	46,328,193 shares (Including 1,069,835 shares of treasury stock)
Number of shareholders	19,347

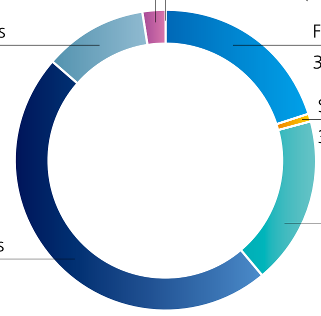
*1 The figures shown do not take into account a four-to-one stock split of UACJ's common stock (with a record date of September 30, 2025) effective from October 1, 2025

Major Shareholders

Name of shareholder	Number of shares held (hundred shares)*2	Shareholding ratio (%)*3
GOLDMAN SACHS INTERNATIONAL	80,759	17.84
Furukawa Electric Co., Ltd.	64,365	14.22
The Master Trust Bank of Japan, Ltd. (Trust account)	46,903	10.36
Custody Bank of Japan, Ltd. (Securities Trust Account)	17,294	3.82
BNYM SA/NV FOR BNYM FOR BNYM GCM CLIENT ACCTS M ILM FE	15,119	3.34
ECM MF	14,500	3.20
UACJ Corporation	10,698	—
STATE STREET BANK AND TRUST COMPANY 505001	10,047	2.21
STATE STREET BANK AND TRUST COMPANY 505223	9,873	2.18
The UACJ Group Employee Stock Ownership Plan	7,706	1.70

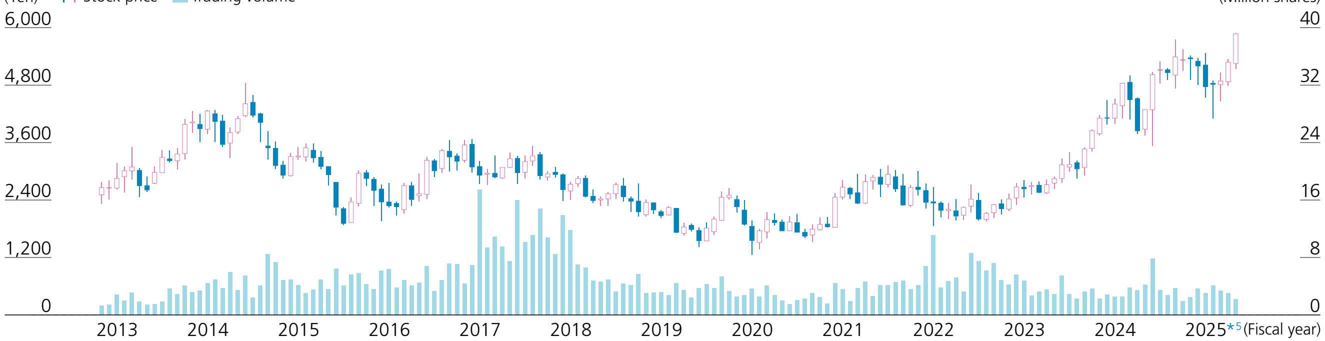
*2 The number of shares is shown after rounding off figures of less than 100 shares.
*3 Calculations of equity position exclude treasury stock (1,069,835 shares), and figures have been rounded off below the second decimal place.

Ownership Ratio by Type of Investor*4



*4 The ownership ratio results have been rounded down to the second decimal place

Stock Price / Trading Volume (October 1, 2013 – July 31, 2025)



*5 Results for fiscal 2025 are as of July 31, 2025

External Recognition and Participation in External Initiatives

Participation in external initiatives

Joined the Aluminium Stewardship Initiative

Became a signatory to the UN Global Compact

Endorsed the recommendations of the Task Force on Climate-Related Financial Disclosures

Joined the Hydrogen Value Chain Promotion Council of the Japan Hydrogen Association

Recognized as a company that recycles water by the Japanese government

Joined the 30 by 30 Alliance for Biodiversity led by Japan's Ministry of the Environment

Endorsed the Japanese government-backed Declaration of Partnership Building

External recognition

Received 2024 Awards for Excellence in Corporate Disclosure in the category of Steel / Non Ferrous Metal

Received scores of A- from the CDP in 2024 in its climate change and water security categories, respectively

Included in the 2025 Sompo Sustainability Index

Acquired the highest three-star Eruboshi certification in 2024 from Japan's Ministry of Health, Labour and Welfare for promoting women's participation and advancement

Acquired Platinum Kurumin certification in 2025 from Japan's Ministry of Health, Labour and Welfare for supporting child rearing

Received a Silver Phase Free Award 2025 in the business category for the origami+work portable work booth

About the publication of UACJ Report 2025

This report has been prepared as a tool to help our shareholders and investors gain a deeper understanding of our Group and to promote constructive dialogue. In compiling this report, we have incorporated as much as possible of the valuable feedback we have received during previous discussions.

The key properties of aluminum are its light weight and excellent recyclability, and it is in increasing demand as a material with low environmental impact. The UACJ Group aims to simultaneously address social challenges and enhance its corporate value by harnessing the power of aluminum materials. This report strives to convey the unique value creation that only the UACJ Group can deliver.

To achieve sustained growth in our corporate value, we will continue working diligently to enhance our IR activities and improve information disclosure.

Investor Relations Department, Finance and Accounting Division

Editorial Team Editing by the Investor Relations Department
Produced in cooperation with the General Affairs & Corporate Communication Department's Public Relations Section