



Aluminum lightens the world

アルミでかなえる、軽やかな世界

Results Briefing for Fiscal 2021 (FY2021*)

*Throughout this document, FY2021 refers to the fiscal year ended March 31, 2022.

May 12, 2022

UACJ Corporation



Key Points of Today's Announcements

Achieved highest ever ordinary income at **¥52.3 billion** (+¥46.3 billion YoY) and adjusted EBITDA*¹ at **¥60.2 billion** (+¥15.4 billion YoY).

In the uncertain situation of the world economy, we expect **increase in sales and ordinary income before metal price lag**.

1

■ FY2021 Overview

- ✓ Captured strong global demand for aluminum, particularly in North American can stock market, and **achieved highest ever profits**
- ✓ Significantly impacted by rising energy costs caused by recent increases in the crude oil price and rising materials costs caused by higher additive metals prices, but took countermeasures
- ✓ **Restored** the annual dividend for FY2021 **after not paying a dividend in FY2020, and paid highest dividend ever at ¥85/share**

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■ Progress on Restructuring

- ✓ Prolonging of the stopping of lower processes at Fukaya Works owing to delays to automotive materials certification caused by the impact of COVID-19, etc.
- ✓ **To achieve ¥21.0 billion in benefits of structural reform** in final fiscal year

3




■ FY2022 Plan

- ✓ **Despite spikes in energy costs, additive metals, etc., we will pass these increases on to sales prices and move forward with the transition to a new pricing structure**
- ✓ We will utilize our three-point global network to strengthen can stock sales, **achieve profitability at UWH*², and complete structural reforms**

*1 Adjusted EBITDA: EBITDA excluding metal price lag *2 UWH: UACJ Automotive Whitehall Industries, Inc.

Changes in the External Environment and Our Countermeasures

We will work to minimize the impact on earnings of changes in the external business environment by responding promptly

<u>Changes in the External Environment and Our Countermeasures</u>	Japan 	TAA (North America) 	UATH (Thailand) 
Increase in aluminum ingot prices	Pass on to sales prices		
Soaring unit energy prices	Currently negotiating price pass-through (switch to pricing system linked to market prices from July)	Pass through to sales prices (already introduced pricing system linked to market prices)	Currently negotiating price pass-through
Soaring additive metals prices	Introduce pricing system linked to market prices		
Increase in logistics costs	—		Pass through to sales prices (already introduced formula system)

1. Results for FY2021

2. Progress on Restructuring

3. Full-Year Forecast for FY2022

4. Sustainability Initiatives

5. Reference Data

1. Results for FY2021



Overview of Results for FY2021

Ordinary income: ¥52.3 billion (Results for FY2020: ¥6.0 billion)

■ **Sales volume: 1,293,000 tons (+180,000 tons YoY)**

- Steady growth in demand for can stock from UATH*¹ (Thailand) and TAA*² (United States)
- Recovery of demand from transportation equipment manufacturers, centered on automakers, led to strong performance

■ **Ordinary income: Strong YoY improvement**

Positive factors

- Improvement in domestic business performance (including structural reform effects)
- Improvement in UATH's performance
- Steady growth of TAA's performance
- Upturn in metal price lag

Negative factors

- Increase in energy prices
- Increase in additive metals prices

*1 UATH: UACJ (Thailand) Co., Ltd.

*2 TAA: Tri-Arrows Aluminum Holding Inc.

Results for FY2021

(Billions of yen)

	FY2020 Full-Year (A)	FY2021 Full-Year (B)	Change (B)－(A)
Net sales	569.8	782.9	213.2
Operating income	11.1	59.5	48.4
Ordinary income before metal price lag	6.2	21.3	15.1
Metal price lag	(0.2)	31.0	31.2
Ordinary income	6.0	52.3	46.3
Net income*	(3.3)	32.1	35.3
Adjusted EBITDA	44.7	60.2	15.4

Sales and Operating Income by Segment

(Billions of yen)

	FY2020 Full-Year (A)		FY2021 Full-Year (B)		Change (B) – (A)	
	Sales	Operating income	Sales	Operating income	Sales	Operating income
Flat-rolled products	477.8	17.2	697.5	64.1	219.7	47.0
Precision-machined components and related business	165.1	(0.6)	164.8	1.1	(0.3)	1.7
(Adjustment)	(73.1)	(5.4)	(79.3)	(5.7)	(6.2)	(0.2)
Total	569.8	11.1	782.9	59.5	213.2	48.4

Sales Volume, Flat-rolled Products

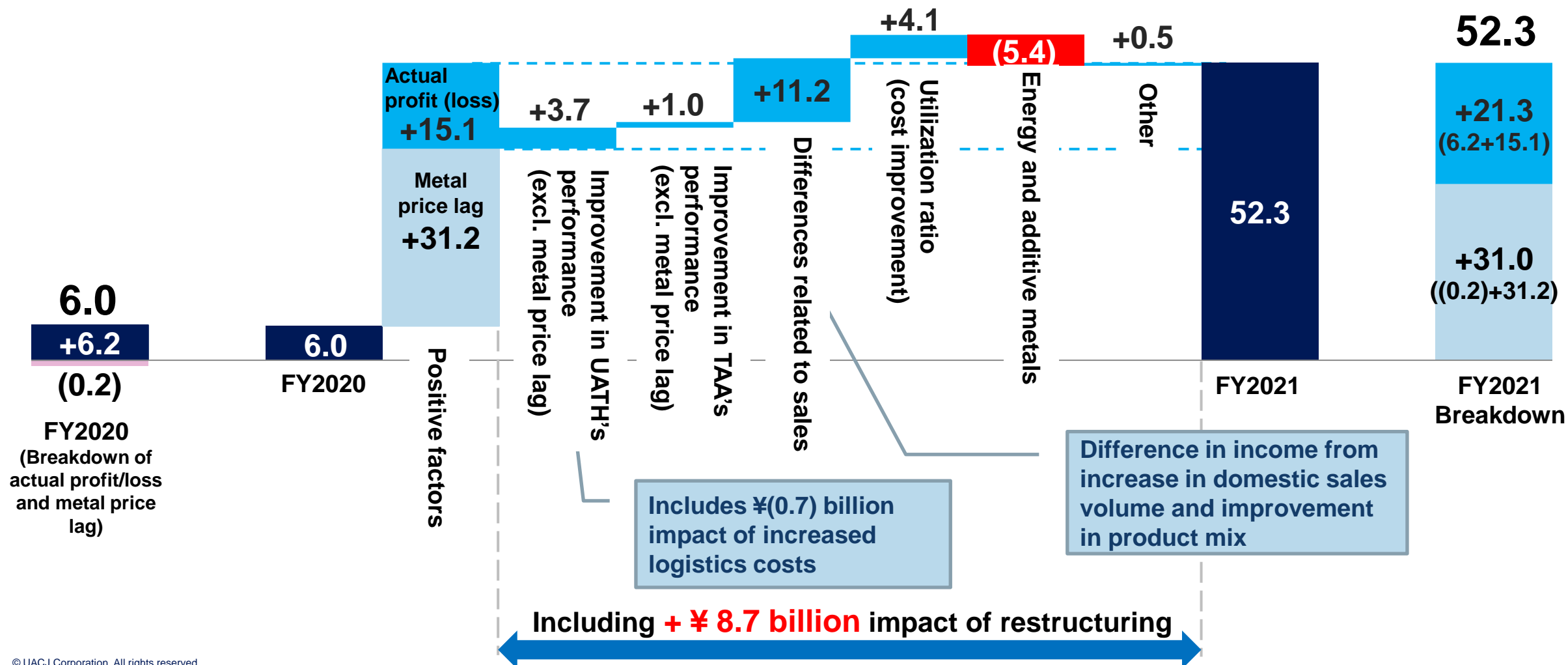
(Thousands of tons)

	FY2020 Full-Year (A)	FY2021 Full-Year (B)	Change (B)－(A)
Can stock	693	816	123
Foil	52	56	5
IT	25	14	(10)
Automotive materials	123	138	15
Thick plates	42	53	12
Other general-purpose materials	180	216	36
Total	1,113 (For Japanese market 441 For overseas market 673)	1,293 (For Japanese market 479 For overseas market 815)	180 (For Japanese market 38 For overseas market 142)

* Sales volume after eliminating internal transactions

Analysis of Consolidated Ordinary Income (FY2020 → FY2021)

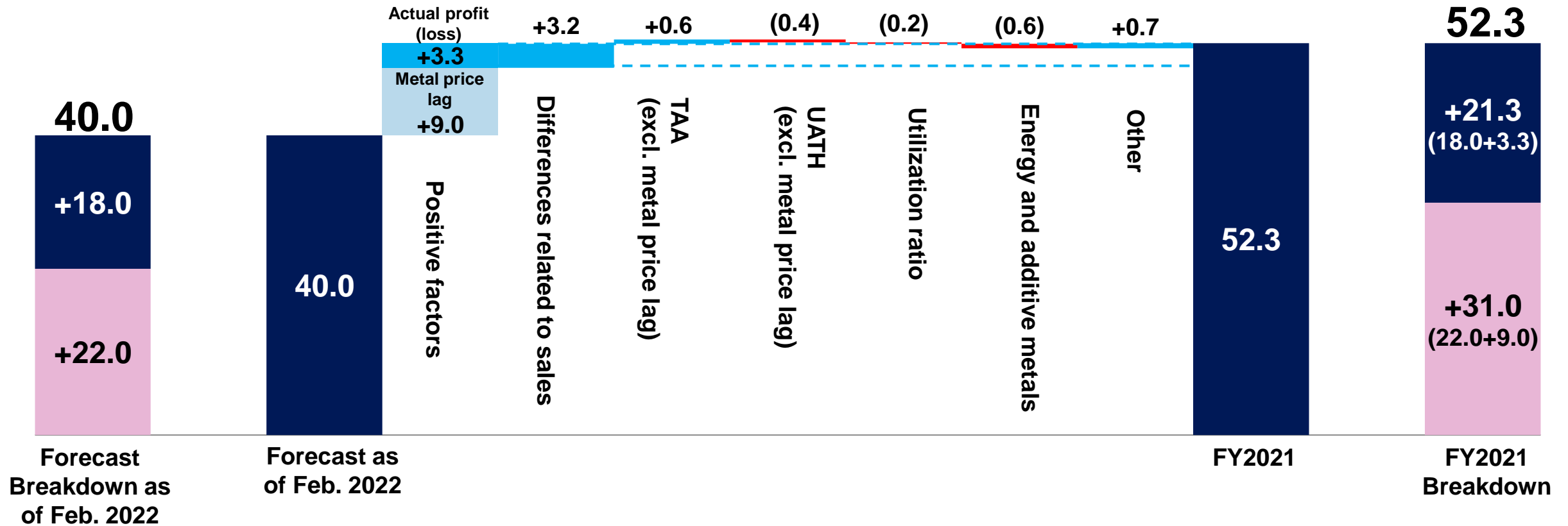
¥6.0 billion (FY2020) → ¥52.3 billion (FY2021) (Billions of yen)



Analysis of Consolidated Ordinary Income (Forecast as of Feb. 2022 → FY2021 Full-Year)

¥40.0 billion (Forecast as of Feb. 2022) → **¥52.3 billion** (FY2021 Full-Year)

(Billions of yen)



Consolidated Balance Sheet

Increase in inventories and other assets due to recovery in sales and continued rise in ingot prices

(Billions of yen)	March 31, 2021 (A)	March 31, 2022 (B)	Change (B) – (A)
Cash and deposits	28.1	14.3	(13.8)
Notes and accounts receivable – trade	120.0	122.7	2.7
Inventories	131.7	232.4	100.7
Other current assets	14.8	25.2	10.4
Noncurrent assets	400.3	398.5	(1.8)
Investments and other assets	38.1	35.6	(2.5)
Total assets	733.0	828.7	95.7
Notes and accounts payable – trade	101.1	118.6	17.5
Short-term loans payable	110.0	141.9	31.9
Long-term loans payable	225.7	197.5	(28.2)
Other	99.6	123.1	23.5
Total shareholders' equity	177.5	209.0	31.5
Accumulated other comprehensive income, non-controlling interests	19.0	38.6	19.6
Total liabilities and net assets	733.0	828.7	95.7

Increase due to higher prices of aluminum ingot, etc.

Consolidated Cash Flow Statement

Operating cash flow decreased owing to the increase in working capital caused by higher prices of aluminum ingots, additive metals, etc.

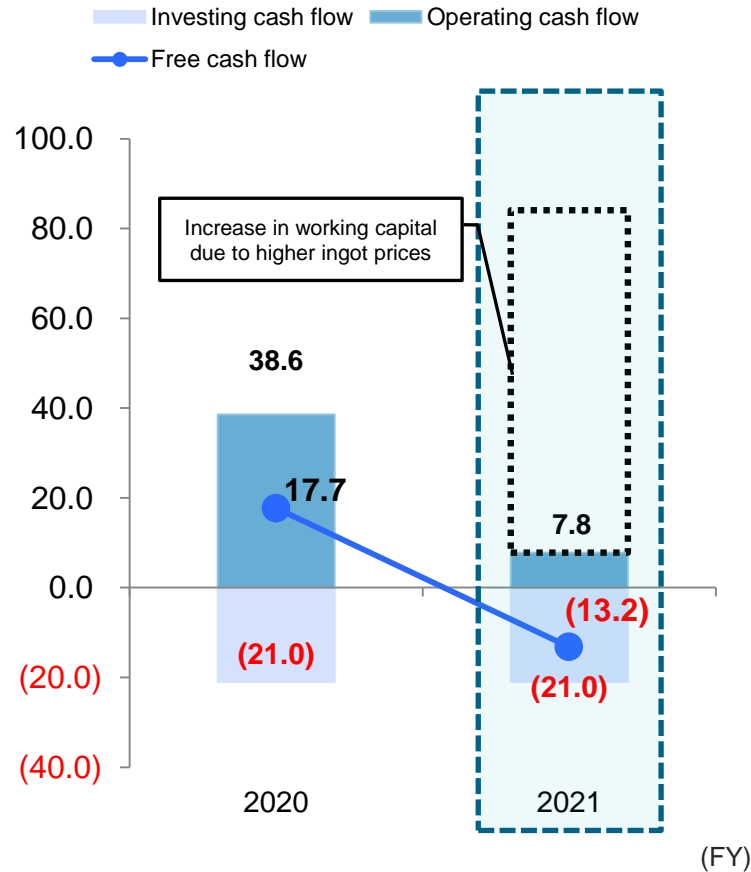
Consolidated Cash Flows in FY2021

(Billions of yen)

Income before income taxes	50.1
Depreciation and amortization (including goodwill)	34.0
Increase in working capital due to higher ingot prices	(76.3)
Cash flows from operations	7.8
Capital expenditures	(21.0)
Free cash flow	(13.2)
Other financial cash flows	2.9
Forex impact on interest-bearing debt	(7.1)
Decrease (increase) in cash and deposits	13.8
Decrease in interest-bearing debt	3.7

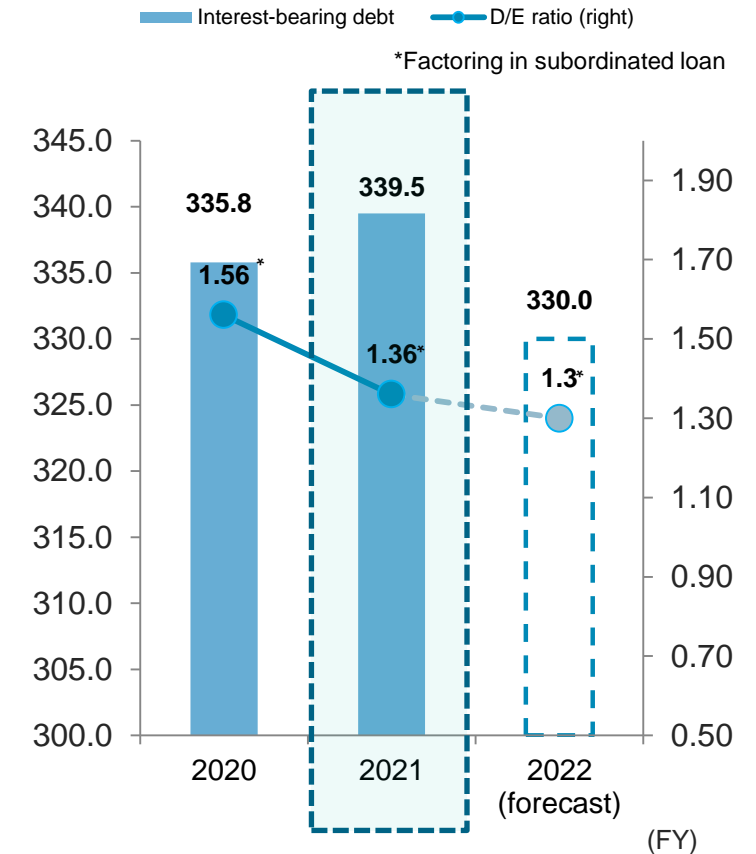
Consolidated Cash Flows

(Billions of yen)



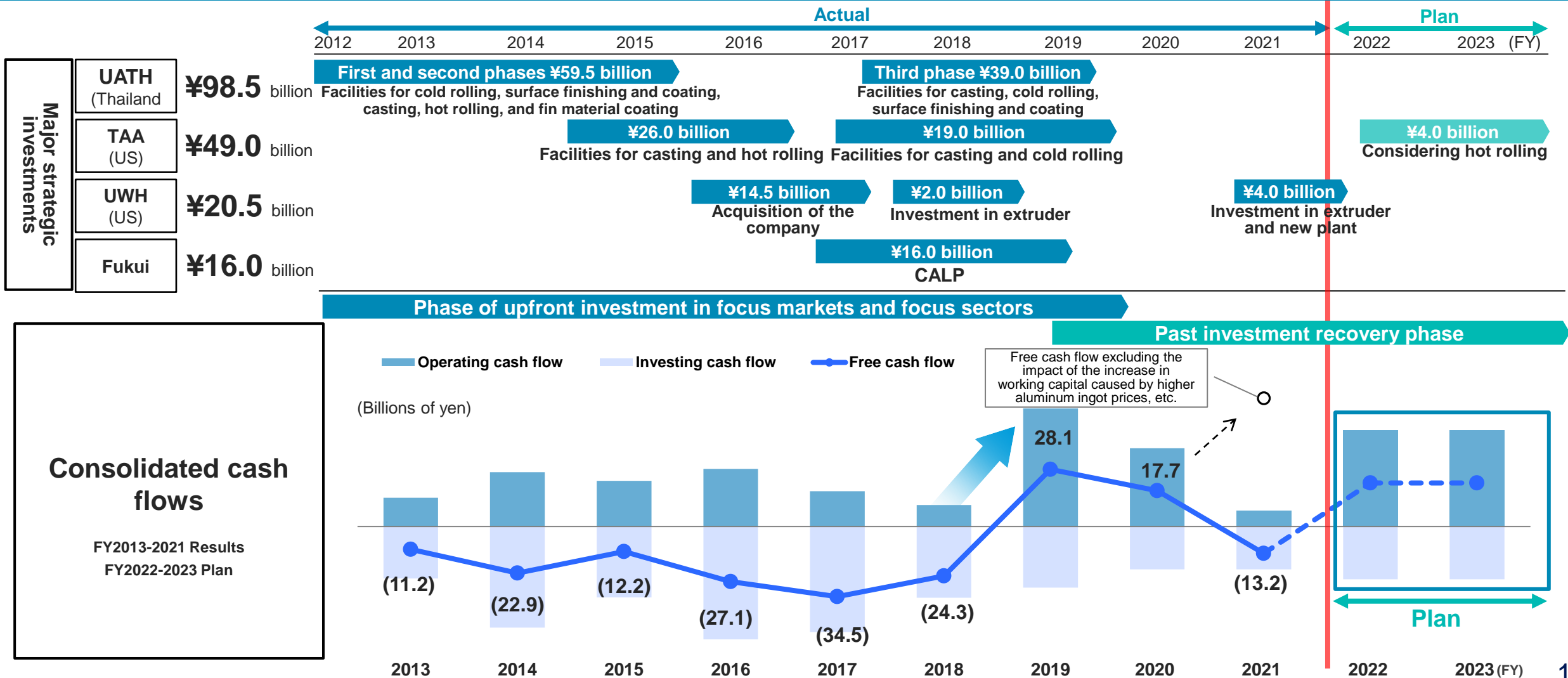
Interest-Bearing Debt, D/E Ratio

(Billions of yen)



Consolidated Cash Flows

Investing cash flows decreased
as we have been in past investment recovery phase since FY2019

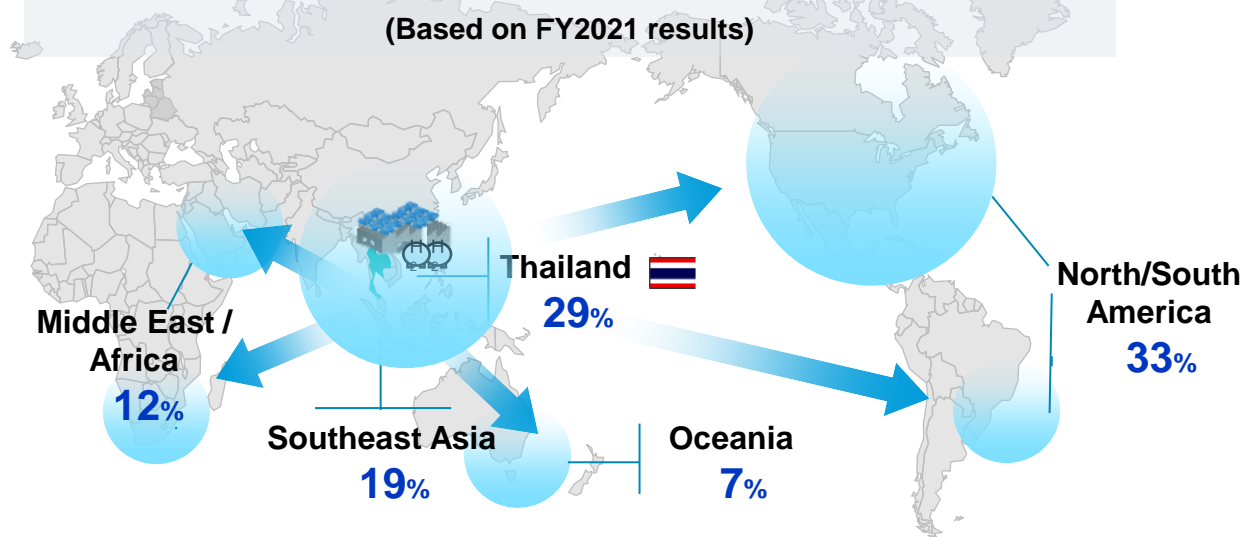


Situation in Thailand (UATH) – Overview of FY2021

Despite the increase in energy costs, sales and profits increased thanks to the establishment of production and sales capabilities to capture robust demand

Sales Ratio in Sales Areas (25 Countries)

Sales other than Thailand account for more than 70% of UATH's market
(Based on FY2021 results)



Change factors in full-year performance and improvement measures

- Soaring unit energy prices
- Soaring logistics costs, including shipping costs
- Soaring additive metals prices

- Introducing a formula system in response to spikes in logistics costs and additive metals To be reflected in profit from FY2022 onward
- Beginning negotiations with clients concerning sales contracts from FY2024 onward

FY2021 overview

Demand for can stock : Demand for can stock, automobile heat exchanger materials, and air conditioner fin materials were all strong, and a tight supply-demand balance continued

Sales : Achieved highest ever sales volume

Production volume : **314,000 tons/year** (Jan. – Dec.)

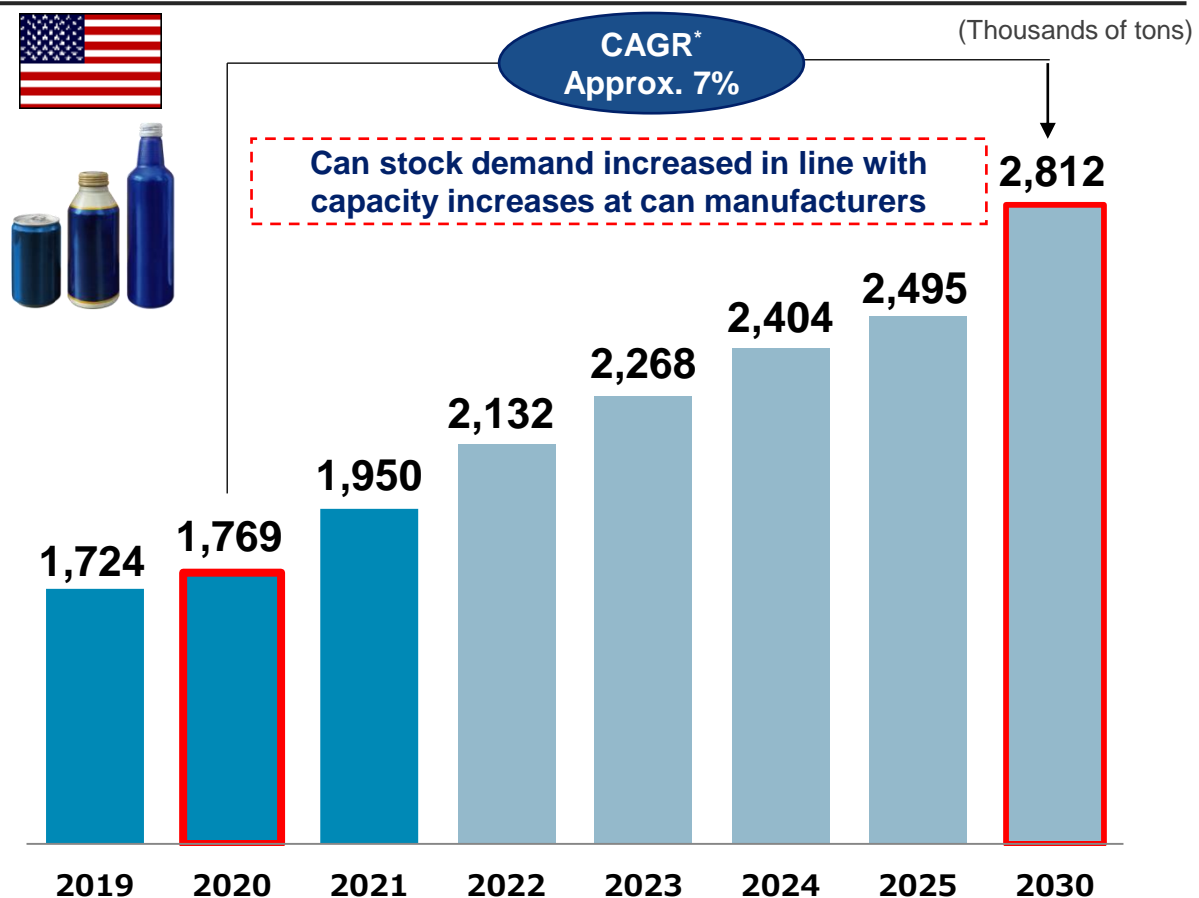
Sales volume : **321,000 tons/year** (Jan. – Dec.)

		(Billions of yen)		
Profit	:	FY2020	FY2021	YoY
Sales		64.1	141.3	77.1
Operating income		(3.0)	9.3	12.4
Ordinary income (loss)		(4.8)	5.0	9.9
Ordinary income (loss) before metal price lag		(4.0)	(0.3)	3.7

Situation in United States (TAA) – Overview of FY2021

Utilized our three-point global network to capture strong can demand in North America and grow sales and profits

US Can Stock Demand Forecast



Source: Research by the Company

FY2021 overview

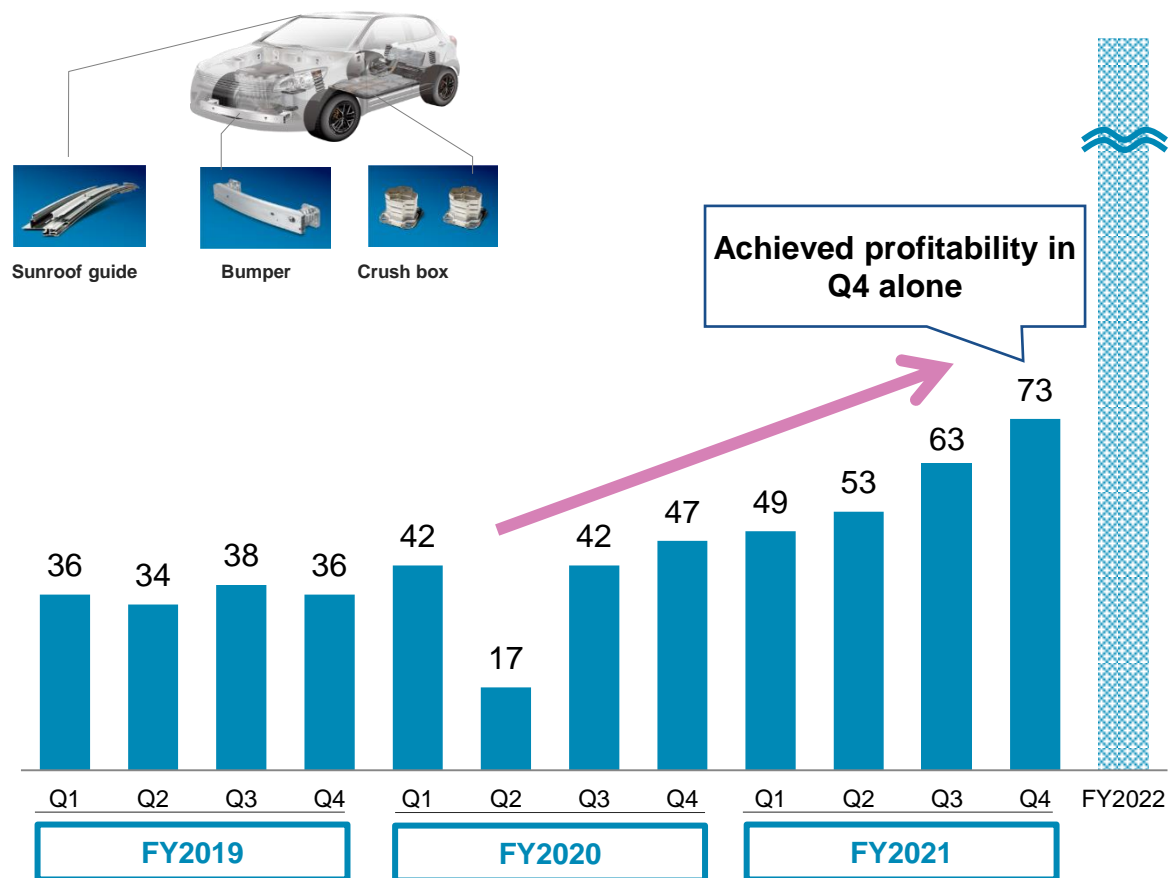
- Demand for can stock** : Strong demand continued
- Sales volume** : Approx. **490,000** tons/year (including shipments from Japan and UATH)
- Production capacity** : Established an operation network to handle production of approximately **450,000** tons/year
- Capacity increases** : Considering facility enhancements of production bases in North America

	(Billions of yen)		
	FY2020	FY2021	YoY
Sales	142.0	237.2	95.2
Operating income	13.0	32.0	19.0
Ordinary income (loss)	10.8	29.5	18.7
Ordinary income (loss) before metal price lag	8.9	9.9	1.0

Situation in United States (UWH^{*1}) – Overview of FY2021

Achieved profitability in Q4 thanks to increase in sales volume to existing customers and start of mass production of aluminum structural materials for major Japanese OEMs

UWH Net sales (Billions of yen)



FY2021 overview

- Demand for can stock** : Despite the expansion of the EV market, supply chain disruption caused by the impact of COVID-19 and the impact of semiconductor shortages continue
- Sales** : Although sales have increased, mainly for emerging EV manufacturers, sales have been impacted by soaring ingot prices, COVID-19, semiconductor shortages, etc.

In Q4, we achieved profitability thanks to an increase in sales volume to existing EV manufacturer customers as well as the start of mass production of bumpers for 2022 models for Japanese OEMs

- Production** : New Arizona plant is ready for operation
Waiting for operation of customer's new plant

	(Billions of yen)		
	FY2020 ^{*1}	FY2021 ^{*2}	YoY
Sales	14.8	23.7	8.9
Operating income	(2.2)	(1.5)	0.7
Ordinary income (loss)	(2.5)	(1.8)	0.7

*1 FY2020...January – December 2020

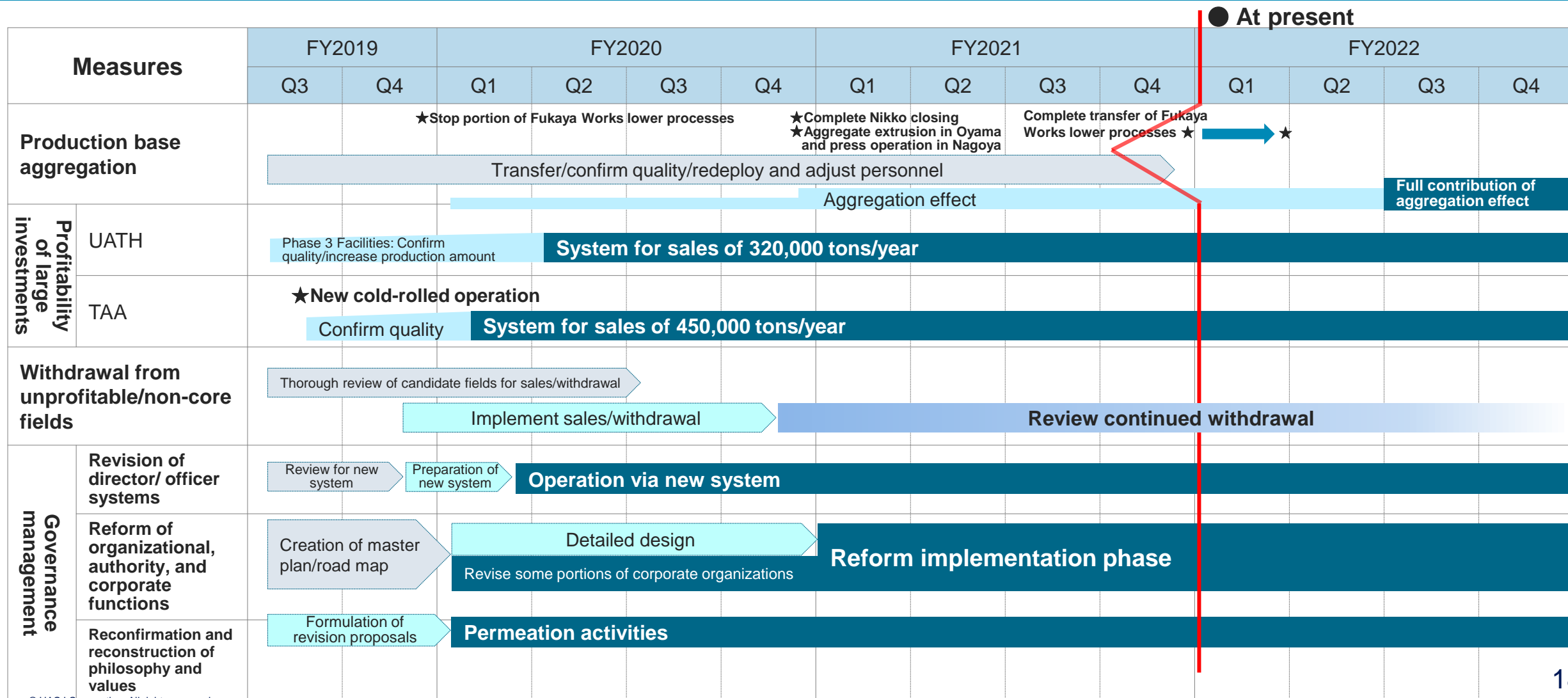
*2 FY2021...April 2021 – March 2022

2. Progress on Restructuring



Progress on Restructuring

Planning to catch up in 1H FY2022 on delays to production base aggregation caused by delays to customer certification as a result of COVID-19 pandemic

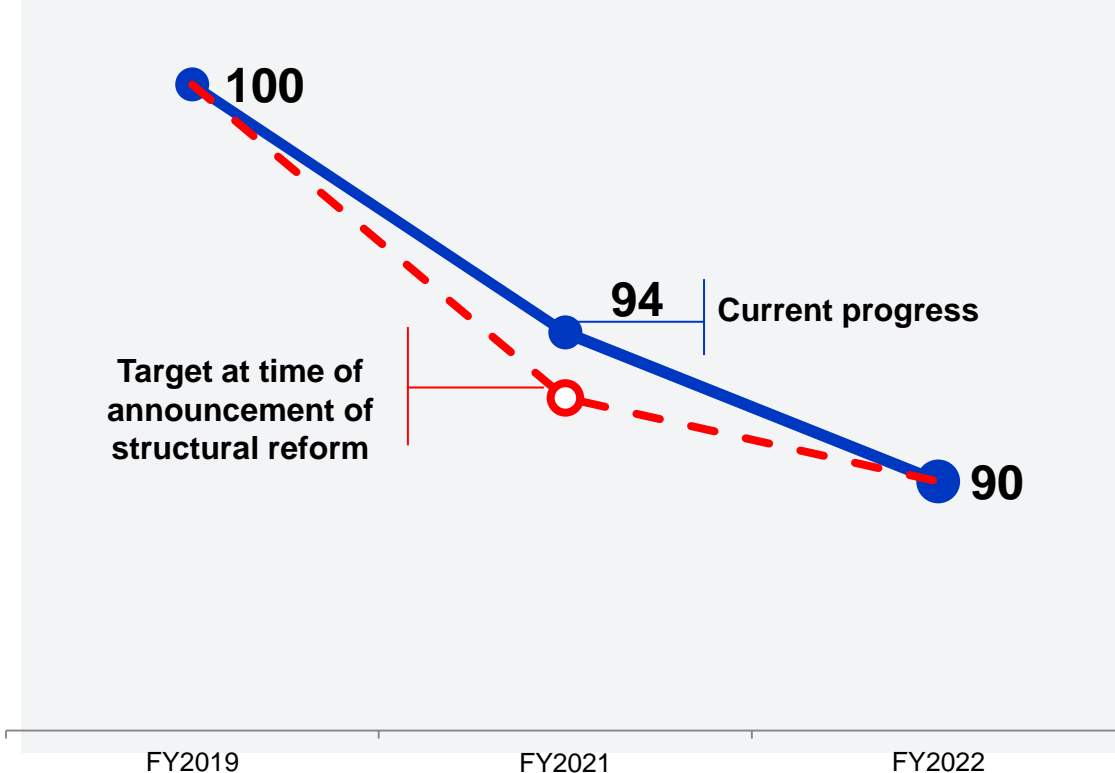


Efficiency through the Structural Reforms

Breakeven point steadily becoming lower as a result of structural reform efforts to date

Domestic Flat Rolled Products Business Breakeven Point

Index with actual breakeven point in FY2019 set to 100



*1 UMP: UACJ Marketing & Processing

*2 Extrusion operations in Thailand: UACJ Extrusion (Thailand)

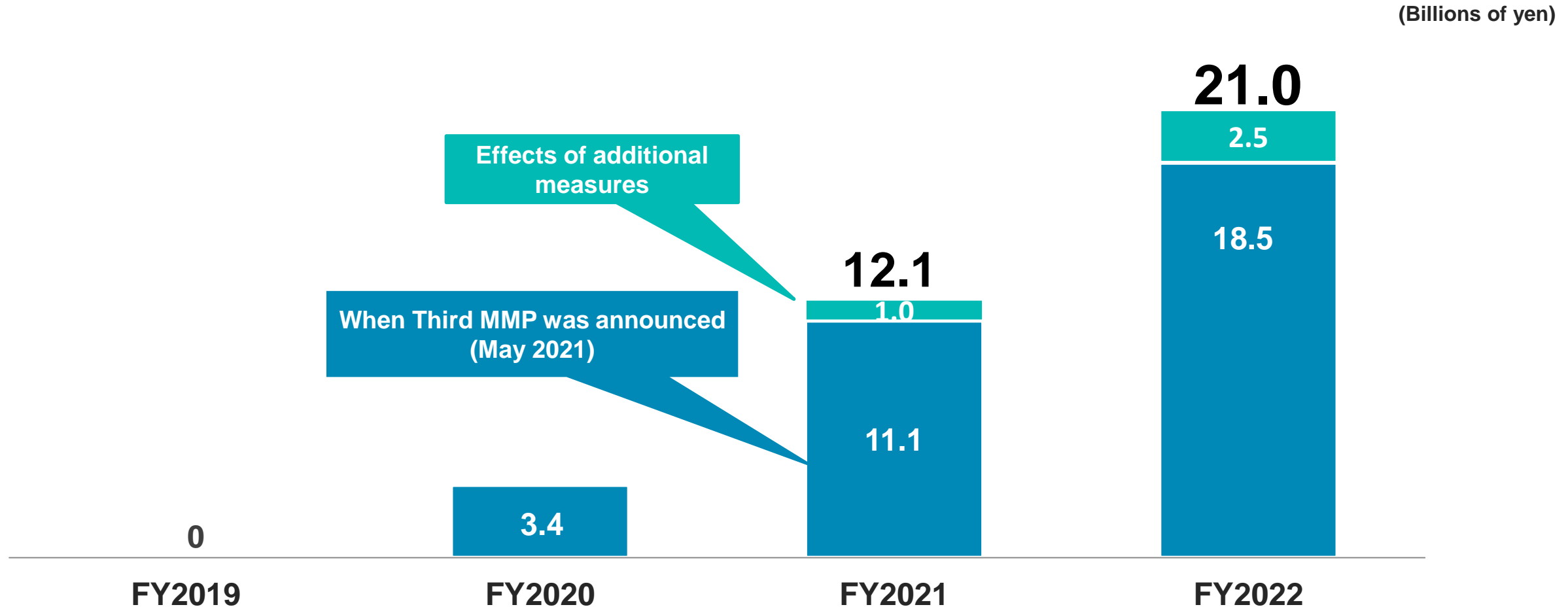
*3 Extrusion subsidiary in China: UACJ Extrusion (Tianjin) Corporation

Initiatives to Reduce Breakeven Point

- **Reduction of fixed costs and improvement of operating rates through consolidation of production bases**
 - Close Nikko Works → Consolidate automobile heat exchange materials into UMP*1 → Completed
 - Consolidate to Nagoya and Fukui → To be completed at the end of FY2022
 - Consolidate and optimize extrusion in Oyama and press operation in Nagoya → In progress
- **Improve profitability**
 - Respond to focus and growth areas → In progress (As planned)
 - Correct and withdraw from low-profitability areas → In progress (Implemented most measures)
 - Optimize prices (additional measure) → In progress (As planned)
- **Selectiveness and concentration**
 - Close the Ayutthaya Plant of extrusion operations in Thailand*2 → Completed (January 2022)
 - Transfer part of shares held in an extrusion subsidiary in China*3 → Completed (December 2021)
- **Construction of optimal production system**
 - Improve productivity of automobile materials → As planned
 - Review and optimize product/process sharing between works by utilizing Fukui's new CALP (automobile material finishing line) → To be completed at the end of FY2022
- **Reduction of indirect costs**
 - Reduce indirect personnel, etc. → As planned
 - Improve business processes through investment in IT, etc. → In progress (As planned)

Transition of Structural Reforms

Despite partial delays to the aggregation of production bases, etc., we will achieve benefits of ¥21.0 billion with additional measures



Earnings Improvement Effect of Implementing Structural Reforms

We will achieve ¥21.0 billion in benefits, without fail, through measures such as revisions to the rolling margin and cuts to manufacturing costs

	When structural reforms were announced (September 2019)	When Third MMP was announced (May 2021)	When 1H FY2021 earnings results were announced (November 2021)	Latest Forecast
Domestic: Profit structure reforms	+¥10.0 bn	+¥6.7 bn	+¥9.6 bn	+¥10.1 bn
Production base aggregation	+¥4.0 bn	+¥3.4 bn	+¥2.3 bn	+¥2.1 bn
Optimizing the production system and improving the product mix (increase in automotive components and battery materials)	+¥5.0 bn	+¥2.5 bn	+¥6.5 bn	+¥7.0 bn
Reducing indirect expenses (reducing indirect headcount, etc.)	+¥1.0 bn	+¥0.8 bn	+¥0.8 bn	+¥1.0 bn
Overseas: Returns on large investments	+¥11.0 bn	+¥11.8 bn	+¥11.4 bn	+¥10.9 bn
UATH: Increasing sales volume and reducing costs with the start of operation of investments made in phase three	+¥7.0 bn	+¥7.6 bn	+¥7.6 bn	+¥7.0 bn
TAA: Increasing sales volume with completion of investment to increase capacity, and amending prices	+¥2.0 bn	+¥1.9 bn	+¥1.9 bn	+¥2.4 bn
UWH: Focusing on profitability when accepting orders and utilizing extruder to increase sales	+¥2.0 bn	+¥2.3 bn	+¥1.9 bn	+¥1.5 bn
Impact of structural reforms	+¥21.0 bn	+¥18.5 bn	+¥21.0 bn	+¥21.0 bn

3. Full-Year Forecast for FY2022



Understanding of Management Environment

Company-wide

Despite factors such as the situation in Ukraine and the risk of the renewed spread of COVID-19 in Japan and overseas, as the environmental awareness of consumers increases, we expect global demand for aluminum materials to increase, particularly for can stock and automotive materials

Japan

Can stock: Despite weak growth in soft drinks as a result of COVID-19, demand for alcoholic beverages is robust. Overall, we expect demand to be on par with the previous year
Automotive materials: Despite the impact of semiconductor shortages on automotive production, we expect demand to increase as a result of the increase in models using aluminum
Thick plates: We expect demand for semiconductor production equipment applications to remain robust

North America

Can material: We expect demand to increase as the rate of usage of aluminum cans increases among new products
Automotive materials: Despite the impact of COVID-19 and semiconductor shortages, we expect demand to increase as demand associated with the shift to EVs increases

Asia

Can stock: We expect demand to increase, with strong aluminum can and can stock demand acting as a tailwind in Southeast Asia, including within Thailand

Results for FY2021

(Billions of yen)

	FY2021 Full-Year (A)	FY2022 Full-Year (B)	Change (B)－(A)
Net sales	782.9	940.0	157.1
Operating income	59.5	31.0	(28.5)
Ordinary income before metal price lag	21.3	23.5	2.2
Metal price lag	31.0	2.0	(29.0)
Ordinary income	52.3	25.5	(26.8)
Net income	32.1	15.0	(17.1)
Adjusted EBITDA	60.2	62.8	2.6
Annual dividends	85 yen/share	85 yen/share	0

3. Full-Year Forecast for FY2022

Sales and Operating Income by Segment

(Billions of yen)

	FY2021 Full-Year (A)		FY2022 Full-Year (B)		Change (B)－(A)	
	Sales	Operating income	Sales	Operating income	Sales	Operating income
Flat-rolled products	697.5	64.1	832.0	33.8	134.5	(30.3)
Precision-machined components and related business	164.8	1.1	204.0	2.2	39.2	1.1
(Adjustment)	(79.3)	(5.7)	(96.0)	(5.0)	(16.7)	0.7
Total	782.9	59.5	940.0	31.0	157.1	(28.5)

3. Full-Year Forecast for FY2022

Sales Volume, Flat-rolled Products

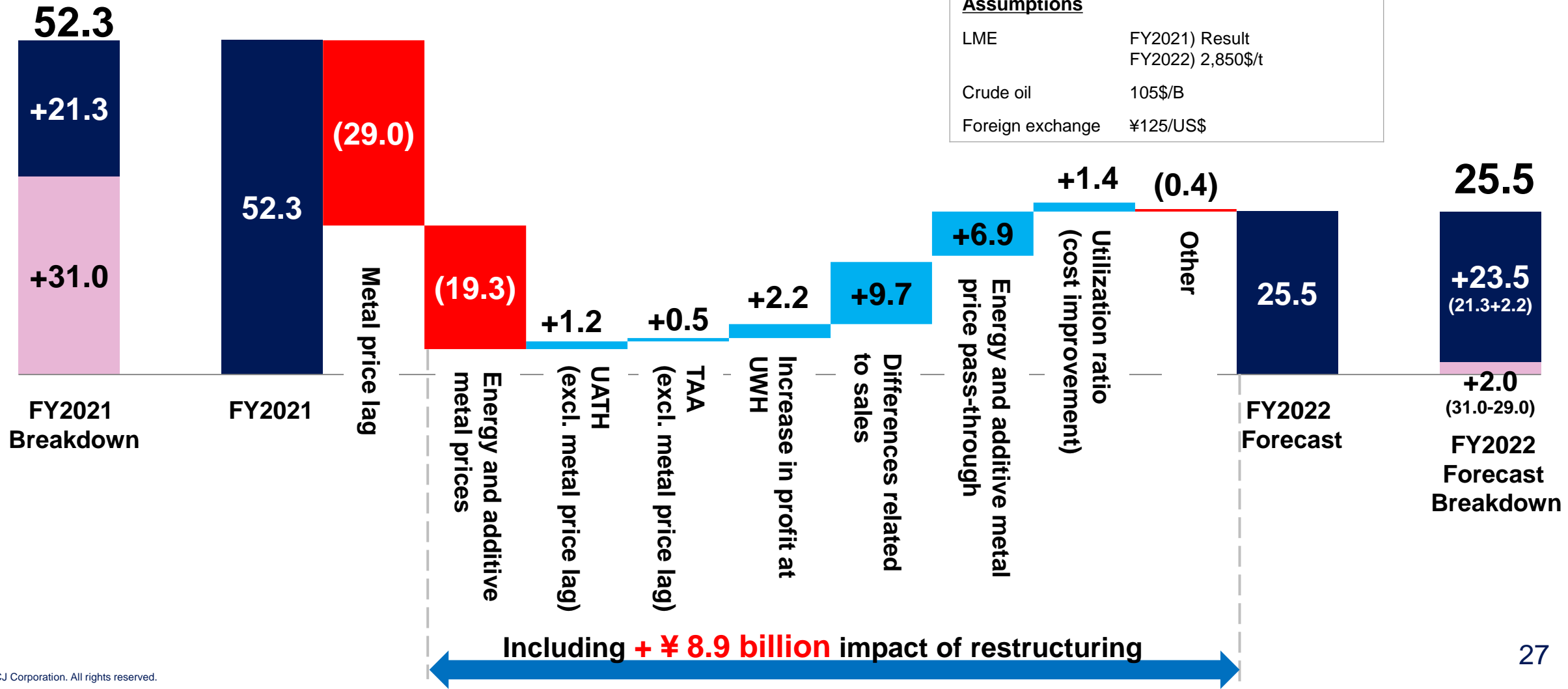
(Thousands of tons)

	FY2021 Full-Year (A)	FY2022 Forecast (B)	Change (B)－(A)
Can stock	816	891	75
Foil	56	58	2
IT	14	18	4
Automotive materials	138	157	19
Thick plates	53	60	7
Other general-purpose materials	216	234	18
Total	1,293 <div> <div>For Japanese market 479</div> <div>For overseas market 815</div> </div>	1,419 <div> <div>For Japanese market 541</div> <div>For overseas market 878</div> </div>	126 <div> <div>For Japanese market 63</div> <div>For overseas market 63</div> </div>

Analysis of Consolidated Ordinary Income (FY2021 Full-Year → FY2022 Full-Year Forecast)

¥52.3 billion (FY2021 Full-Year) → **¥25.5 billion** (FY2022 Full-Year Forecast)

(Billions of yen)



Capital Investment and Depreciation and Amortization

The amount of capital investment will not exceed the recorded amount of depreciation and amortization
Allocate a certain amount to climate change countermeasures and promote them in a planned manner

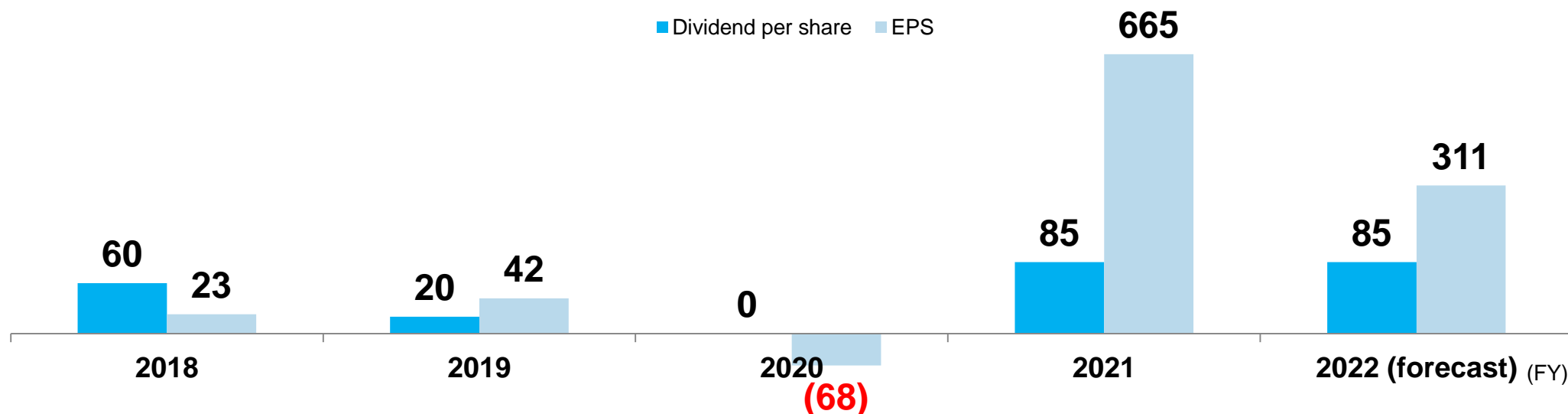
		FY2021 Full year	FY2022 Forecast
(Billions of yen)			
Capital investment	General investment	12.8	25.9
	Strategic investment	7.9	6.4
	Total	20.7	32.3
Depreciation and amortization		34.0	34.7

Shareholder Returns Policy

Despite significant decrease in impact of metal price lag, we will prioritize the maintenance of a stable dividend and maintain our dividend of ¥85 per share

- Returns policy** : Targeting a long-term total return ratio of 30% or more
- Dividend** : Aiming to pay a stable and continuous dividend, with a target of 20-30% for the consolidated payout ratio
- Enhancing shareholder value** : Aiming to enhance value by securing certain profits and cash flows, and engaging in dialogue with capital markets

Dividend per share / EPS (yen)



4. Sustainability Initiatives



Corporate Philosophy and Sustainability Policy

UACJ Group Philosophy

Contribute to society by using raw materials to manufacture products that enhance prosperity and sustainability.



Our Purpose

Contribute to society by using raw materials to manufacture products that enhance prosperity and sustainability.

Our Vision

Aluminum is our passion. It inspires our work in building a better world and a healthier environment.

Our Values

- ▶ Respect and understand your associates.
- ▶ Embrace honesty and foresight.
- ▶ Be curious and challenging.

Sustainability Policy

“Passing down a better world over the next century”

4. Sustainability Initiatives

FY2021 Topics

April 2021	E	Launched the Climate Change Countermeasures Promotion Committee
April 2021	E/S/G	Signed UN Global Compact and received approval
May 2021	E/S/G	Announced materiality and set CO ₂ emissions reduction targets
August 2021	E	Our aluminum body panels adopted for TOYOTA MOTOR's new "Land Cruiser" Contributed to reducing environmental impact with closed-loop recycling
August 2021	E	Introduced solar roof-mounted power generation system at UATH Rayong Works
September 2021	E/S	Made SDGs badges and key holders using recycled materials
September 2021	E	Expressed support for the TCFD recommendations and participated in the TCFD Consortium
September 2021	S	Formulated Health First Management Declaration
October 2021	S	Supported the "Declaration of Partnership Building"
November 2021	E	Entered into basic agreement with Yamaichi Metal Corp. for joint processing of UBCs*
November 2021	S	Held "Drawing the Bright World Made by Aluminum – Paralym Art Contest"
February 2022	E	UATH signed memorandum on promoting closed-loop recycling of aluminum cans
February 2022	E	Announced results of TCFD scenario analysis
February 2022	E/S	Began full-fledged sales of "MIZUYOJIN" waterstop boards for preventing disasters
March 2022	E/S	Entered into agreement related to corporate forest regeneration with Fukui Prefecture and Sakai City
March 2022	E/S/G	Acquired ASI (Aluminium Stewardship Initiative) certification
March 2022	S	Formulated the "UACJ Group's Human Rights Policy"

*UBC: Used Beverage Can



"Making an Exciting Future with Aluminum," Hajime Tajiri:
Grand Prize Winning Piece in art contest with theme of "The Bright World Made by Aluminum"
(Held by SHOUGAISHA JIRITSU SUISHIN KIKOU ASSOCIATION)



SDGs badge and key holder made from recycled materials collected from each UACJ Group site
UACJ Foundry & Forging, UACJ Metal Components, UACJ Foundry & Forging (Vietnam), and UACJ Green-net participated in joint planning, design, production, and delivery.

4. Sustainability Initiatives

Launch of Climate Change Countermeasures Promotion Committee and Status of Activities

Established working groups reporting directly to the Climate Change Countermeasures Promotion Committee, which conduct activities in accordance with their respective priority themes

First meeting

Launch of committee

Internal discussion surrounding climate change countermeasures

Second meeting

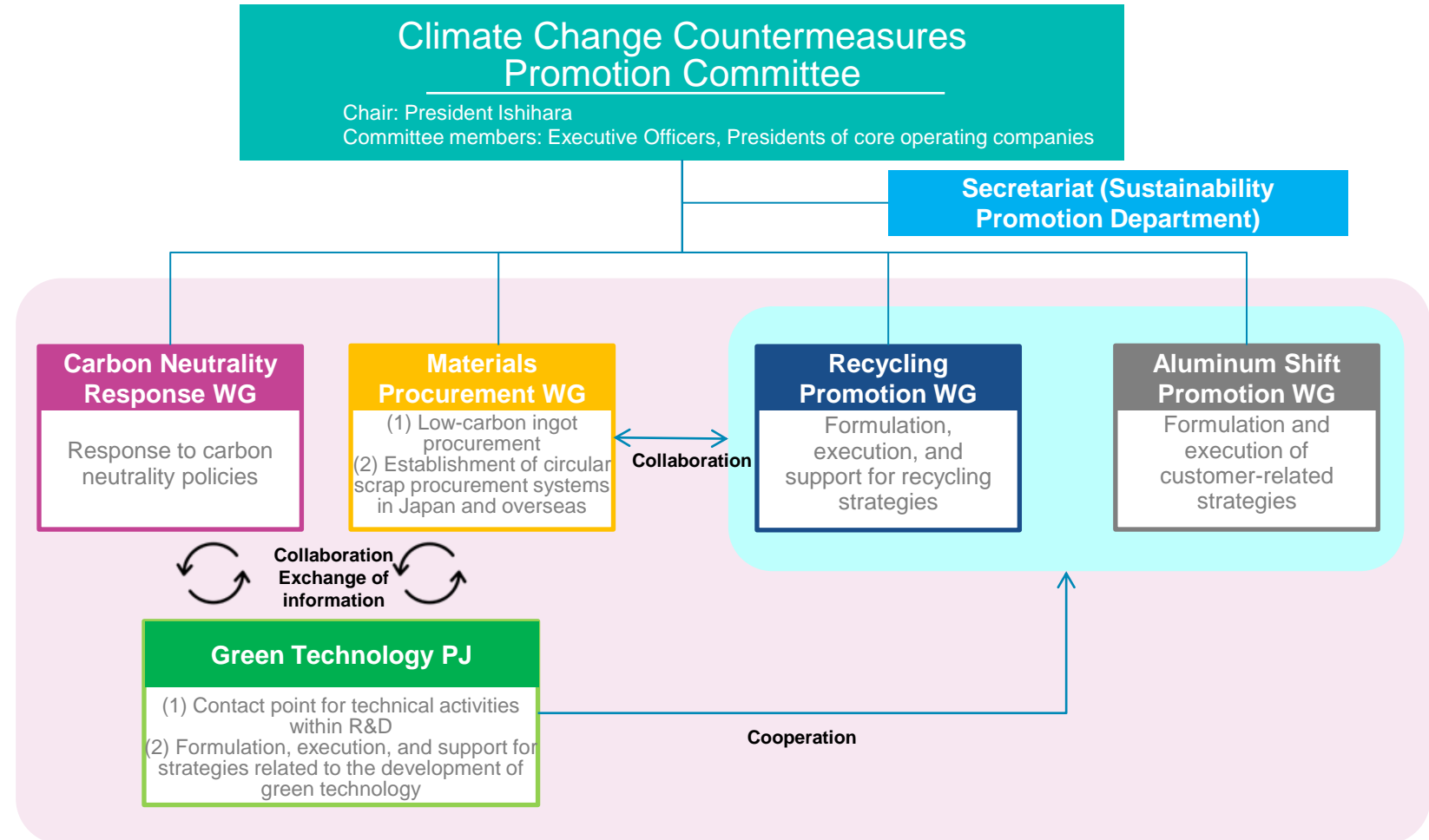
Consideration of basic policy related to promotion of climate change countermeasures

Third meeting

Share progress of initiatives by each working group

Forth meeting

Review of initiatives in FY2021 and consideration of policy on activities in FY2022



4. Sustainability Initiatives

Support for TCFD Recommendations and Scenario Analysis of Climate Change Risks and Opportunities

Devising future environmental strategies based on scenario analysis

September 2021

Expressed support for the TCFD recommendations and participated in the TCFD Consortium

October 2021 to January 2022

Conducted climate change scenario analysis with the support of the Ministry of the Environment

3 【1.5°Cシナリオの将来社会像イメージ】

再エネ・再生材へのシフト。スクラップ回収スキームの構築と低炭素製品の研究開発が重要となる。

4°C
1.5°C

UACJ

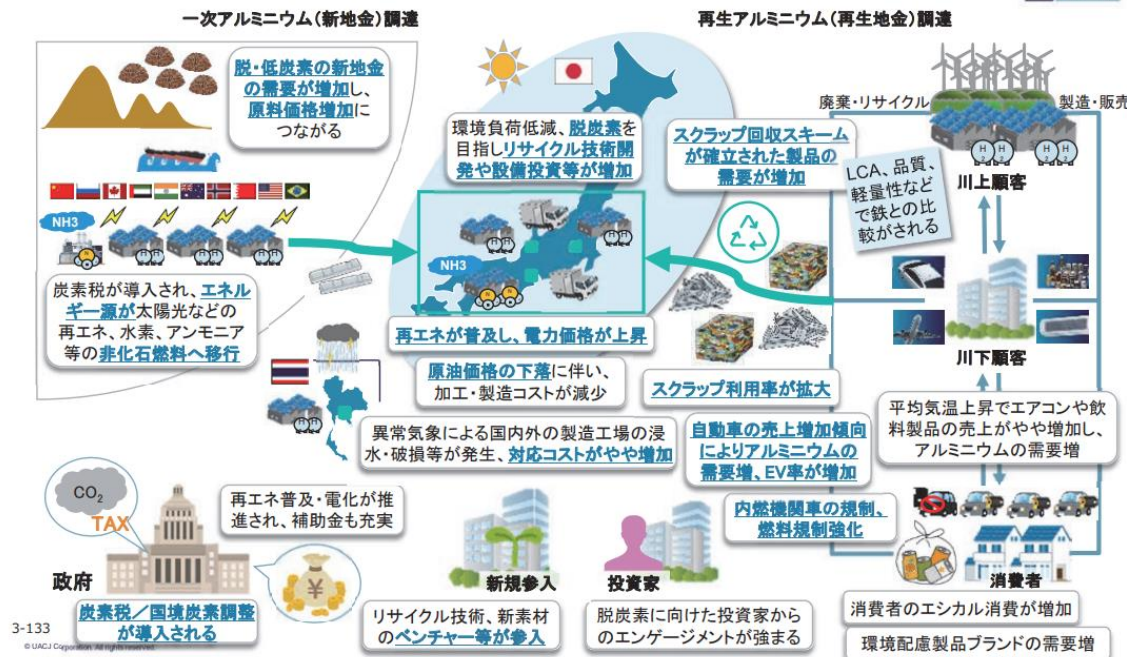


Image of a future society in the 1.5°C scenario*

Analysis of the 1.5°C scenario suggests a shift to more widespread use of renewable energy and recycled materials

Improve corporate value by implementing strategies that will become the core of the circular economy of aluminum products, such as:

- Creating a scrap collection scheme at the earliest possible opportunity
- Conducting further research into recycling technologies

4. Sustainability Initiatives

Closed-Loop Recycling Initiatives in Thailand (UATH)

**Aiming to reduce environmental impact in the ASEAN region
by taking the lead in improving recycling rates**

Closed-loop recycling process in the ASEAN region



Progress made regarding the Can to Can Journey



Conference with Minister of Environment of Thailand (November 2020)

Signed memorandum on coordination between government/environmental bodies/private sector companies, to promote recycling of environmentally friendly beverage containers



Memorandum signing ceremony (December 2021)

Signed "Memorandum Related to Purchase of UBCs and Promotion of Closed-Loop Recycling"

Aiming to lower environmental impact in the ASEAN region by promoting the circulation of aluminum cans through recycling

Cooperated with a major Thai can manufacturer to provide a "Can to Can Journey" with activities that involve the Thai government and industry stakeholders

Obtaining ASI Certification

The Fukui Works and UATH have been recognized for their sustainable business operations, becoming the first Japanese manufacturers of rolled aluminum to obtain ASI certification

What is ASI

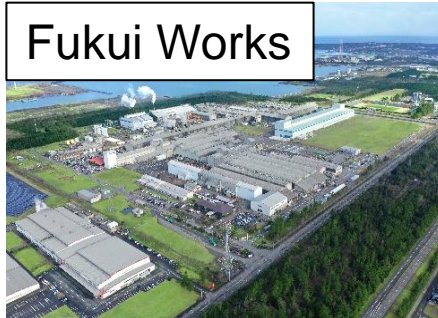
- An international initiative in the aluminum industry
- As well as setting the global standards for performance in terms of sustainability and traceability in manufacturing, processing and the supply chain, ASI also carries out evaluations and certification to ensure these standards are upheld

asi Aluminium
Stewardship
Initiative



Obtain ASI
certification

Fukui Works



UATH



UWH



UEXCZ*



Aiming to obtain ASI
certification

As an internationally
recognized ESG compliant
company, we will aim to:

- Secure customer trust
- Gain business opportunities

IR-Day

Thursday, June 9, 2022 9: 00-12: 00

Format: Online meeting

Speaker: Miyuki Ishihara, Representative Director & President
Teruo Kawashima, Director, Executive Vice President
Masataka Taguchi, Senior Managing Executive Officer
Henry Gordinier, Managing Executive Officer/CEO, TAA
David Cooper, CEO, UWH

ESG briefing session

Planned at the end of November 2022

5. Reference Data



Assumptions and Sensitivities

	FY2020 (Mar. 31)	FY2021 (Mar. 31)	FY2022 Forecast (Mar. 31)	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 • Fuel and additional metal cost: become positive by stronger yen
Foreign exchange (¥/Thai baht)	3.4	3.4	3.4	• Rolling margin, forex conversion: become positive by weaker yen
Crude oil (Dubai: \$)	45	78	105	\$10 increase → Approx. ¥(1.0) –¥(1.5) billion/year

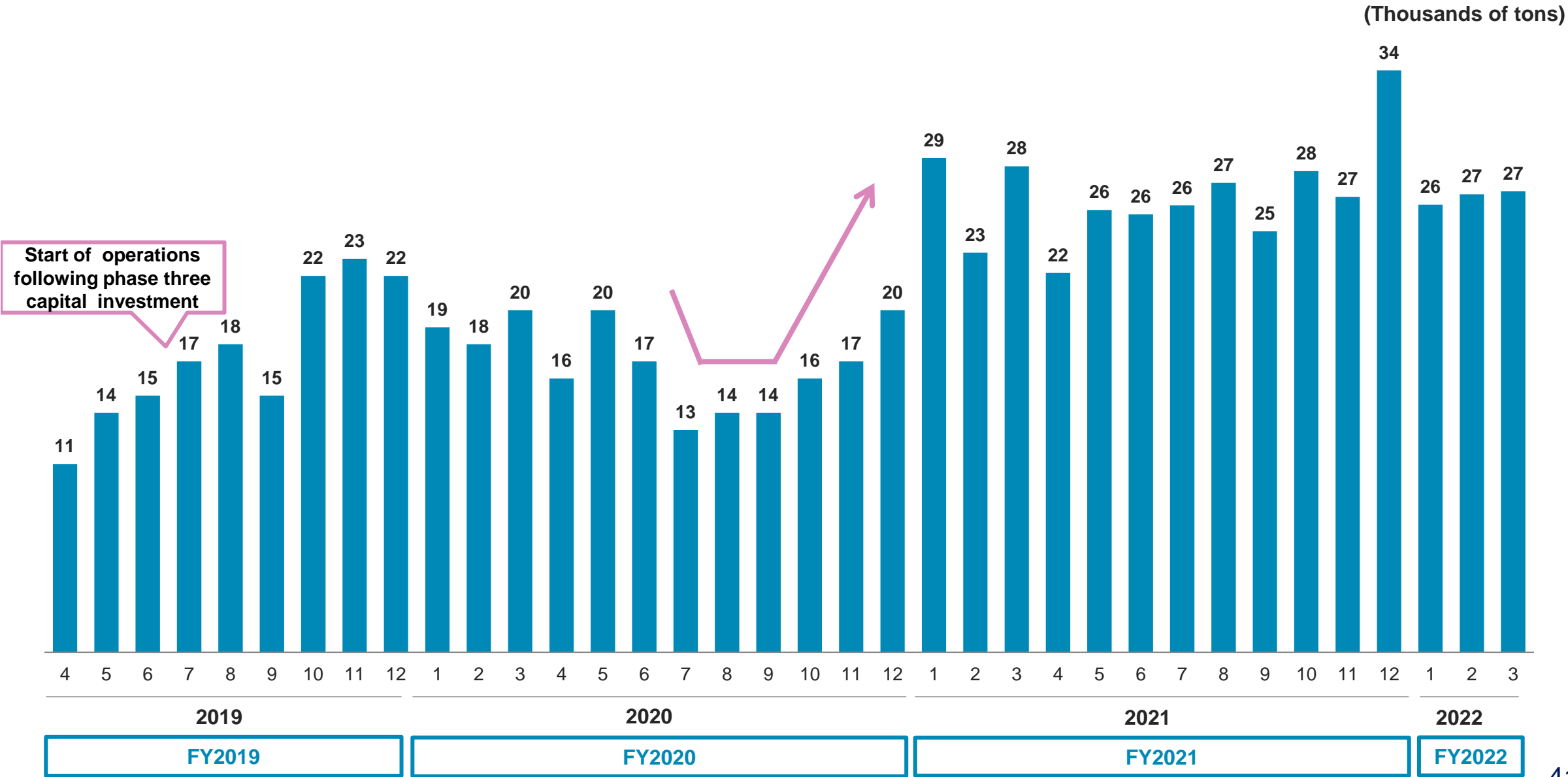
5. Reference Data

Trends in Key Indicators

(Billions of yen)

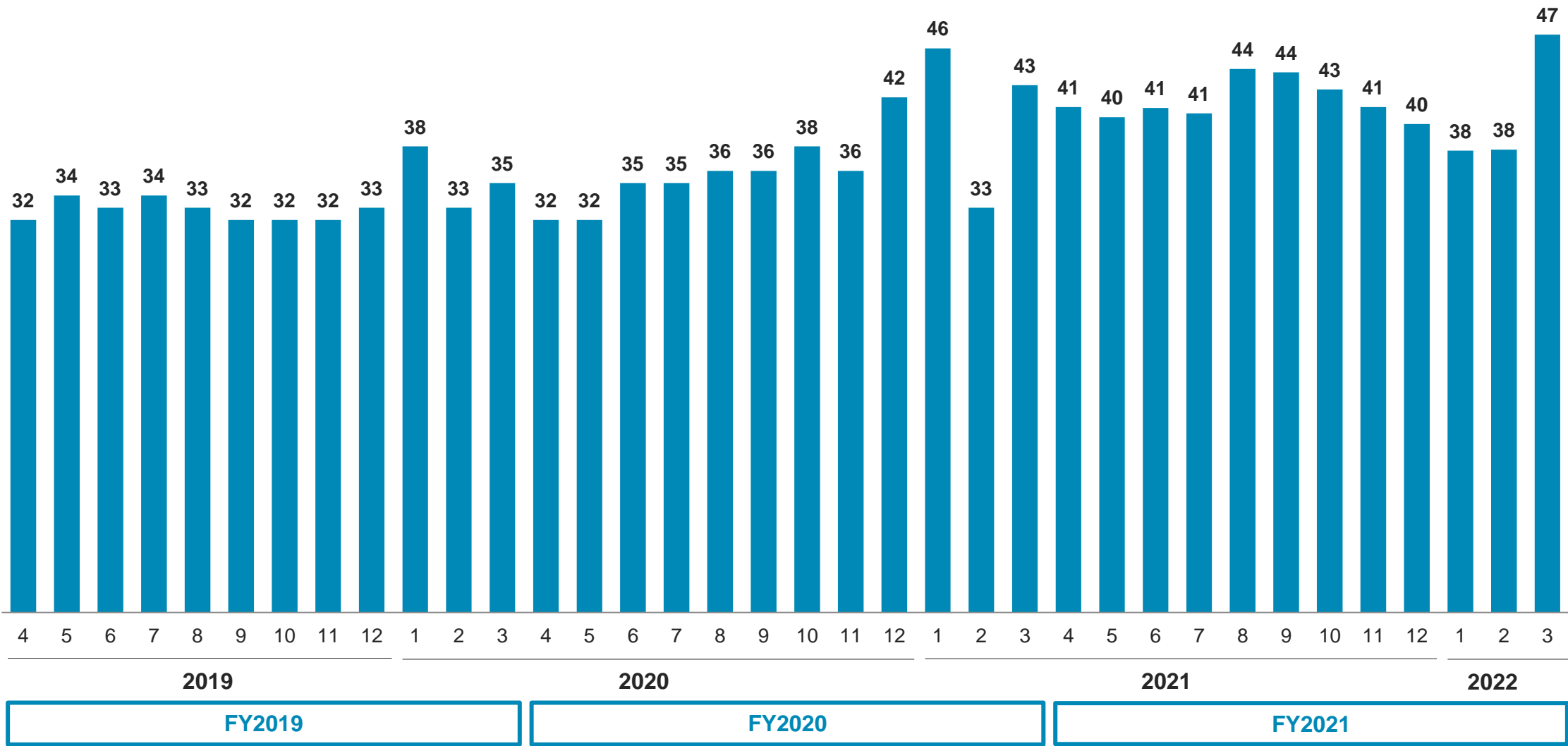
		FY2017	FY2018	FY2019	FY2020	FY2021 Q1 (non-cumulative)	FY2021 Q2 (non-cumulative)	FY2021 Q3 (non-cumulative)	FY2021 Q4 (non-cumulative)	FY2021	FY2022 Forecast
Net sales		624.3	661.3	615.2	569.8	173.8	191.2	197.7	220.3	782.9	940.0
Operating income		29.2	14.9	10.1	11.1	13.2	16.7	12.9	16.8	59.5	31.0
Ordinary income before metal price lag		11.3	3.0	9.8	6.2	5.1	8.1	2.4	5.7	21.3	23.5
Ordinary income		19.4	6.2	3.8	6.0	11.6	14.2	10.2	16.3	52.3	25.5
Net income attributable to owners of the parent		12.3	1.1	2.0	(3.3)	8.8	8.5	5.9	8.8	32.1	15.0
Capital Invest- ment	General investment	14.7	16.1	14.3	10.9	3.5	4.1	2.4	2.8	12.9	25.9
	Strategic investment	36.5	36.5	34.7	7.2	1.4	2.0	1.9	2.6	7.9	6.4
Total		21.5	52.5	48.9	18.1	5.0	6.0	4.4	5.3	20.7	32.3
Depreciation and amortization		25.1	30.7	31.2	33.4	8.5	8.4	8.7	8.5	34.0	34.7
Interest-bearing debt		342.3	375.1	344.0	335.8	345.5	327.0	338.1	339.4	339.5	330.0
ROE (%)		6.5	0.6	1.1	△1.8	4.5	4.2	2.8	3.9	14.1	6.7
ROIC (%)		5.8	2.3	1.9	2.2	2.5	3.2	2.4	3.1	11.1	5.5
D/E ratio (x)		1.50	1.68	1.56	1.56	1.50	1.37	1.39	1.36	1.36	1.30
Operating cash flow		17.4	10.7	58.1	38.6	(5.7)	12.5	3.6	7.8	7.8	-
Investing cash flow		(51.9)	(34.9)	(30.0)	(21.0)	(6.2)	(10.9)	(15.4)	(21.0)	(21.0)	-
Free cash flow		(34.5)	(24.3)	28.1	17.7	(12.0)	1.7	(11.8)	(13.2)	(13.2)	-

Monthly Sales Volume at UATH



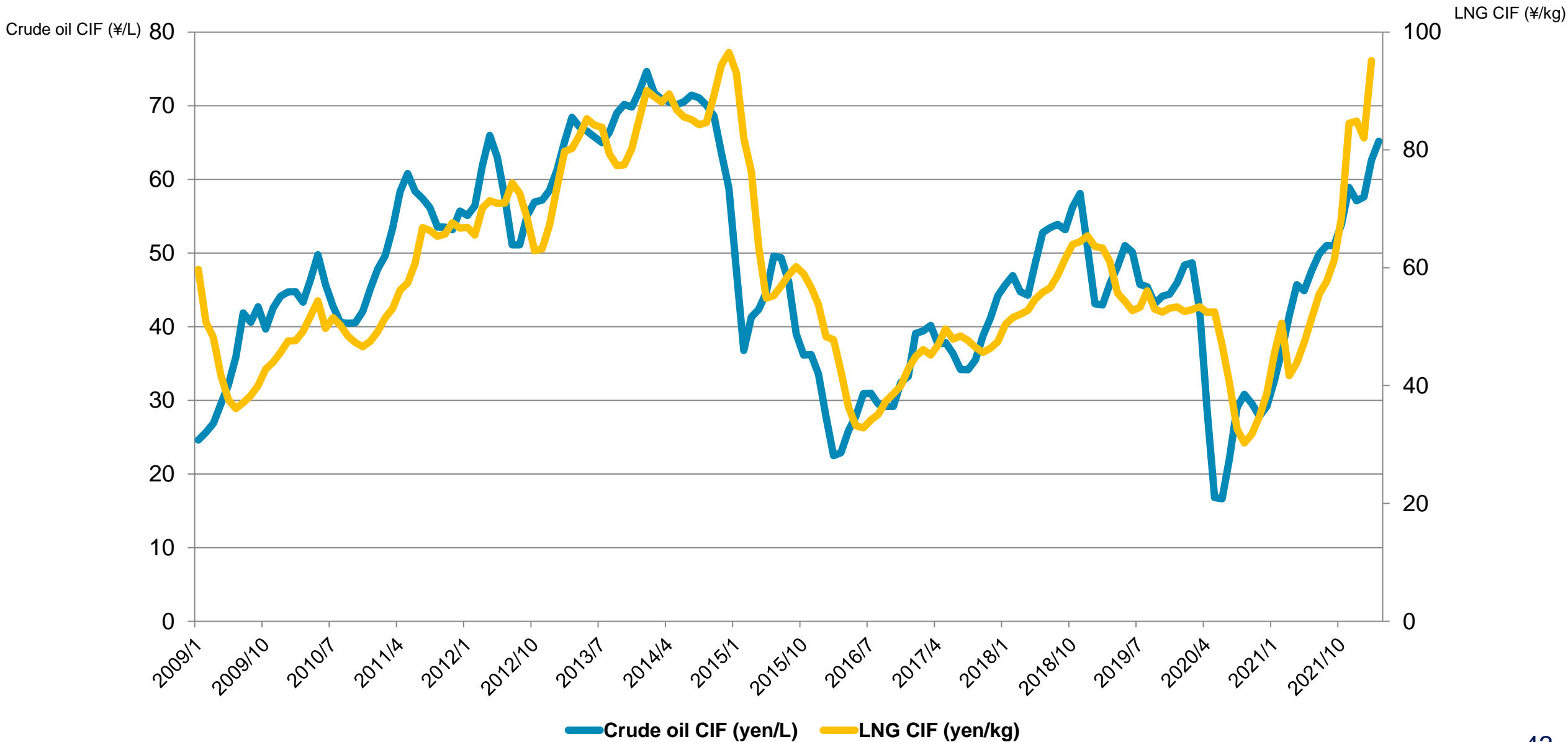
Monthly Sales Volume at TAA

(Thousands of tons)

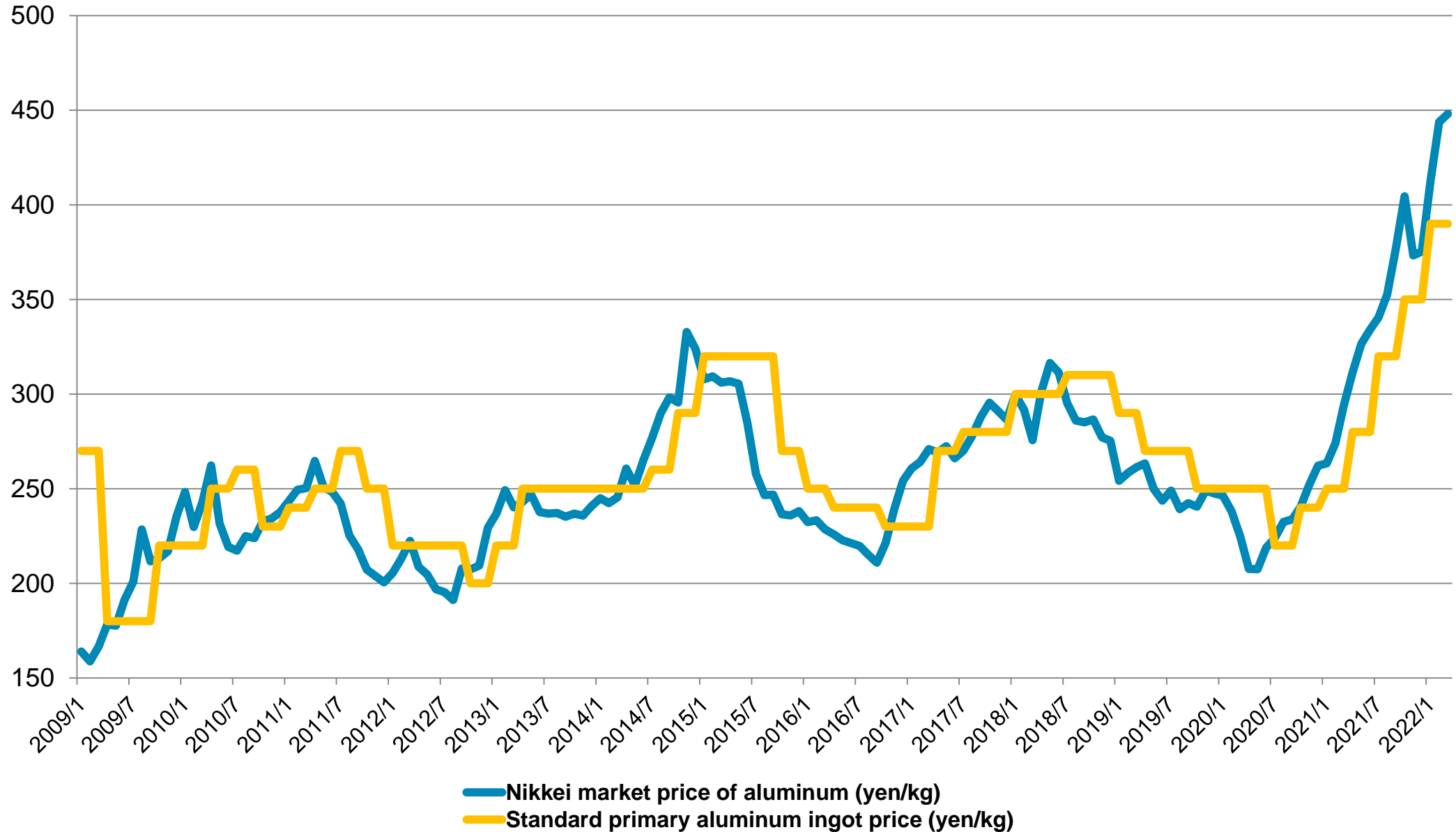


5. Reference Data

Unit Fuel Costs



Nikkei Average Primary Ingot Price/Standard Primary Aluminum Ingot Price



Metal Price Lag

Metal price lag in the aluminum rolled product business

(1) Material cost calculation using the average method

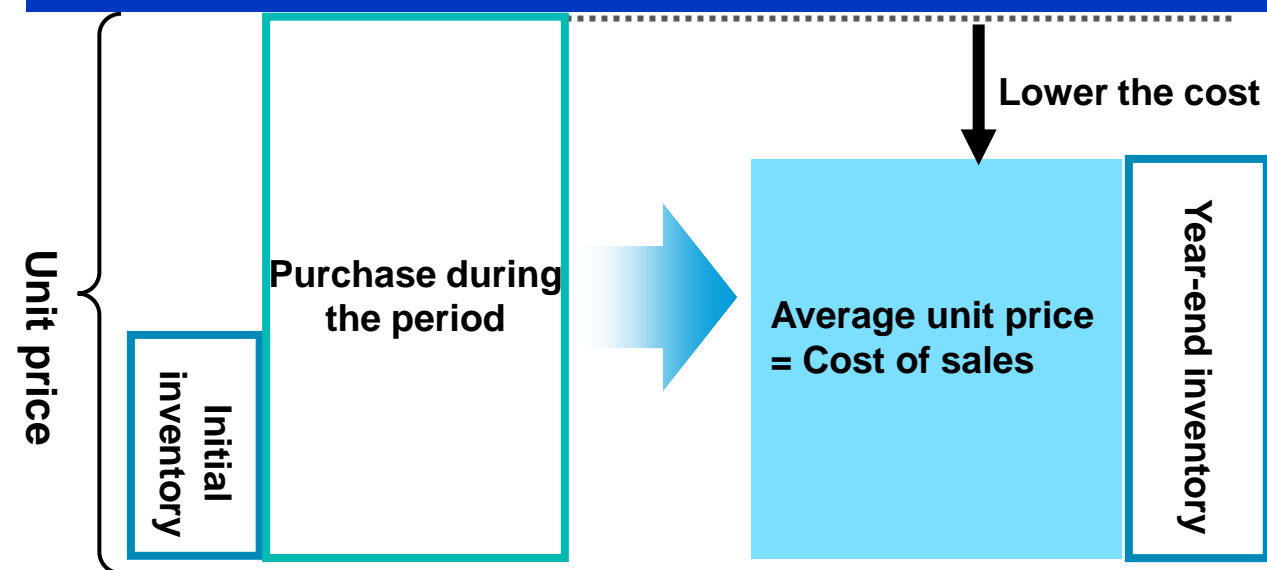
Calculate material costs using a weighted average of beginning-of-period inventory and aluminum ingot purchased during the period (Affected by beginning-of-period inventory)

(2) Time difference for aluminum ingot price fluctuations to be reflected in the selling price

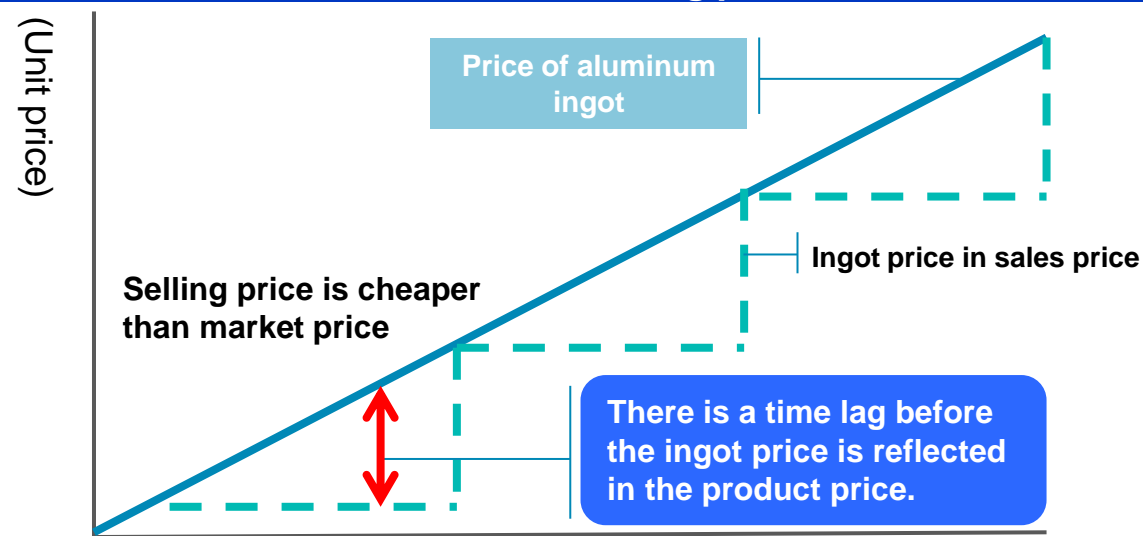
$$(1) + (2) = \text{Metal Price Lag}$$

[FY2021: Increase in aluminum ingot prices]

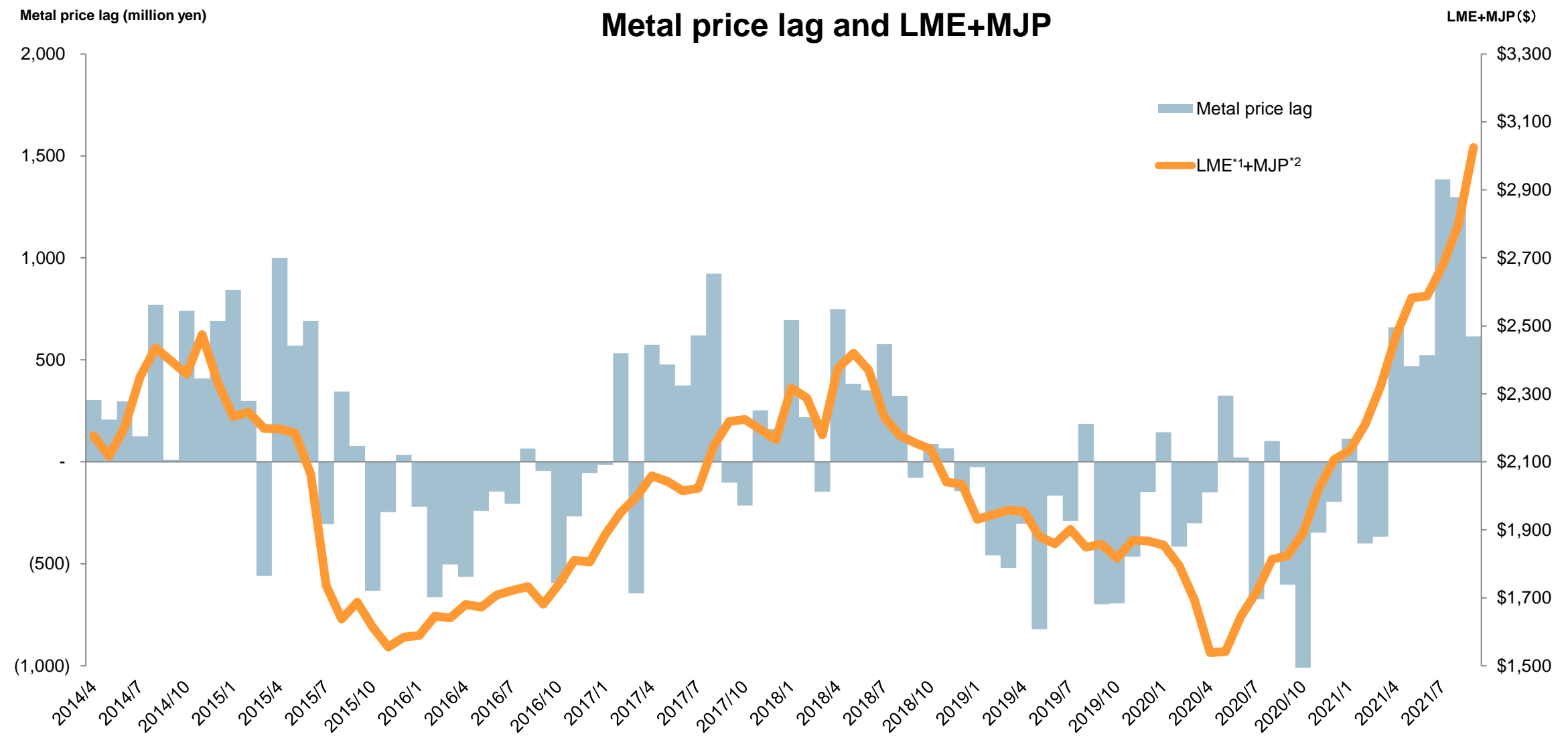
(1) Material cost calculation using the average method



(2) Time difference for aluminum ingot price fluctuations to be reflected in the selling price



Relationship between Metal Price Lag and Ingot Price



*1 LME: Commodities listed on LME (London Metal Exchange)

*2 MJP: New aluminum ingot premium to Japan

■ Cautionary note concerning forward-looking statements

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