



August 3, 2023
UACJ Corporation



Key Points of Today's Announcements

Q1 FY2023: Operating profit before metal price lag increased due to profitability improvements in the domestic business and the effects of higher profit at TAA^{*1} and UWH^{*2}

Revenue: ¥211.1 billion (YoY: ¥(45.1) bn), operating profit before metal price lag: ¥11.0 billion (YoY^{*3}: +¥2.1 bn)

1 ■ Q1 FY2023 Overview

- ✓ Japan: Although we secured profits through revisions to prices and the adoption of a market price-linked scheme, demand remains sluggish in some areas. With production disruption moving towards resolution, sales of automotive body panel materials increased
- ✓ Overseas: In addition to the positive shift in UHW's profit and loss, TAA saw an increase in profits due to improvements in product mix and manufacturing costs etc., despite the correction in demand for can stock

2 ■ No change to initial full-year forecasts for FY2023

- ✓ With automobile-related sectors benefiting from resolution of production disruption, positive shifts in profit and loss are expected for both Japan and UWH
- ✓ Demand for can stock in North America and Southeast Asia is undergoing a correction, but we will work to improve profitability through price revisions and by optimizing product mix, etc.
- ✓ Market price-linked scheme will be applied throughout the year to address the risk of soaring prices for energy and additive metals

^{*1} TAA: Tri-Arrows Aluminum Inc. ^{*2} UWH: UACJ Automotive Whitehall Industries, Inc.

^{*3} IFRS figures for Q1 FY2022 results are rough estimates, and may change depending on the results of quarterly reviews going forward.

1. Results for Q1 FY2023

2. Forecast for FY2023

**3. Voluntary Adoption of International Financial
Reporting Standards (IFRS)**

4. Sustainability Initiatives

5. Reference Data

1. Results for Q1 FY2023



Overview of Results for Q1 FY2023

Operating profit before metal price lag: ¥11.0 billion (YoY*1: +¥2.1 billion)

Operating profit: ¥8.2 billion (YoY: ¥(9.5) billion)

■ Sales volume: 280,000 tons (YoY: -73,000 tons)

- Can stock: Sales at UATH (Thailand)*3 and TAA (U.S.) declined due to the impact of excess inventories of can stock, primarily in North America
- Automotive-related: On a recovery trend following resolution of production disruption

■ Operating profit before metal price lag: YoY: +¥2.1 billion

Positive factors

- Improved profitability for domestic businesses (Passing-on of sharp increases in energy, additive metal, and other prices, etc.)
- TAA recorded increase of profits due to improvements in product mix and manufacturing costs, etc.

Negative factors

- UATH profitability deteriorating due to temporary slowing of demand for can stock in North America and Southeast Asia

■ Interim dividend planned

- Plan interim dividend per share of 40 yen and year-end dividend of 45 yen, for a total of 85 yen
- Targeting consolidated dividend payout ratio of 20-30%

*1 IFRS figures for Q1 FY2022 results are rough estimates, and may change depending on the results of quarterly reviews going forward.

*2 Actual figures have been restated following change in the accounting period.

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

Results for Q1 FY2023

(Billions of yen)

	Q1 FY2022 ^{*1} (A)	Q1 FY2023 (B)	Change (B)－(A)
Revenue	256.2	211.1	(45.1)
Operating profit before metal price lag	8.9	11.0	2.1
Metal price lag	8.8	(2.8)	(11.6)
Operating profit	17.7	8.2	(9.5)
Profit (loss)	12.8	2.9	(9.9)
Adjusted EBITDA ^{*2}	17.5	20.0	2.5

^{*1} IFRS figures for Q1 FY2022 results are rough estimates, and may change depending on the results of quarterly reviews going forward. Accounting periods of some group companies, including UATH, have been changed from December to March year-end to coincide with the adoption of International Financial Reporting Standards (IFRS).

^{*2} Adjusted EBITDA: EBITDA — Metal price lag

Revenue and Operating Profit by Segment

(Billions of yen)

	Q1 FY2022* (A)		Q1 FY2023 (B)		Change (B) – (A)	
	Revenue	Operating profit	Revenue	Operating profit	Revenue	Operating profit
Flat-rolled products	231.7	19.3	182.3	9.8	(49.4)	(9.5)
Precision-machined components and related business	48.5	0.4	51.3	0.9	2.8	0.5
(Adjustment)	(24.1)	(2.0)	(22.4)	(2.5)	1.7	(0.5)
Total	256.2	17.7	211.1	8.2	(45.1)	(9.5)

* IFRS figures for Q1 FY2022 results are rough estimates, and may change depending on the results of quarterly reviews going forward.

Sales Volume, Flat-rolled Products

	Q1 FY2022 ^{*1} (A)	Q1 FY2023 (B)	Change (B)－(A)
Can stock ^{*2}	229	187	(42)
Foil	13	11	(2)
IT	3	1	(2)
Automotive materials	30	33	3
Thick plates	16	7	(9)
Other general-purpose materials	62	40	(22)
Total	353	280	(73)
	For Japanese market 128	For Japanese market 116	For Japanese market (12)
	For overseas market 225	For overseas market 164	For overseas market (61)

*1 Actual figures have been restated following change in the accounting period.

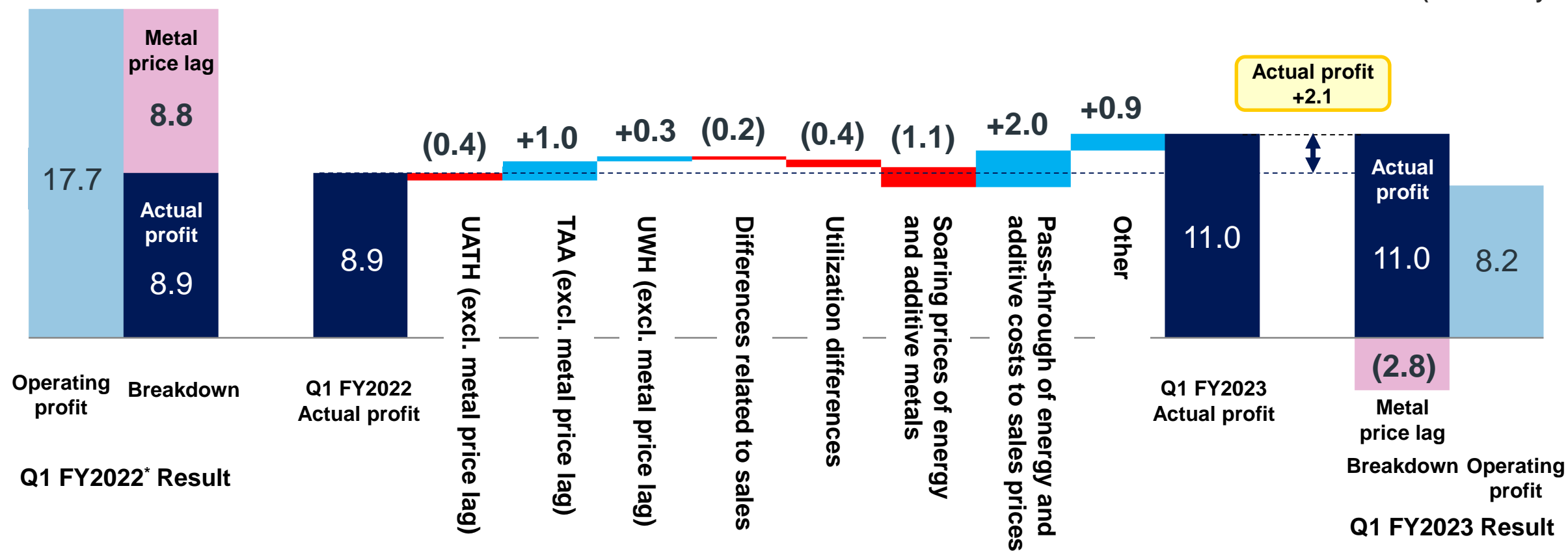
*2 Sales volume after eliminating internal transactions

Analysis of Consolidated Operating Profit (Q1 FY2022 → Q1 FY2023)

Operating profit before metal price lag: ¥8.9 billion (Q1 FY2022) → ¥11.0 billion (Q1 FY2023)

(Metal price lag: ¥8.8 billion (Q1 FY2022) → ¥(2.8) billion (Q1 FY2023), YoY: ¥(11.6) billion)

(Billions of yen)



* IFRS figures for Q1 FY2022 results are rough estimates, and may change depending on the results of quarterly reviews going forward.

Consolidated Balance Sheet

Declining sales volume resulted in higher inventories

Consolidated Balance Sheet

(Billions of yen)	Mar. 31, 2023* (A)	Jun. 30, 2023 (B)	Change (B)－(A)
Cash and cash equivalents	23.4	23.9	0.5
Trade and other receivables	159.0	162.7	3.7
Inventories	228.7	255.3	26.6
Other current assets	26.6	30.3	3.7
Property, plant and equipment	365.7	375.7	10.0
Other non-current assets	92.4	94.8	2.4
Total assets	895.7	942.7	47.0
Trade and other payables	139.4	144.9	5.5
Borrowings	340.4	370.2	29.8
Other	148.0	145.3	(2.7)
Total equity attributable to owners of parent	246.5	258.6	12.1
Non-controlling interests	21.5	23.7	2.2
Total liabilities and equity	895.7	942.7	47.0

Application of Funds Statement

	Application of funds	Sources of funds
Long-term funds	Capital expenditures 8.9	Profit (loss) before tax 7.6
	Payment of income taxes, etc. 0.9	Depreciation and amortization 9.0
	Surplus of long-term funds 6.9	
Short-term funds	Change in working capital 18.0	
		Shortage of short-term funds 18.0

Surplus of long-term funds ¥6.9 billion

Shortage of short-term funds ¥18.0 billion

Total balance ¥(11.1) billion

Long-term funds: Generation of long-term funds to act as the source for strengthening our financial position
Short-term funds: Increase in working capital including inventories

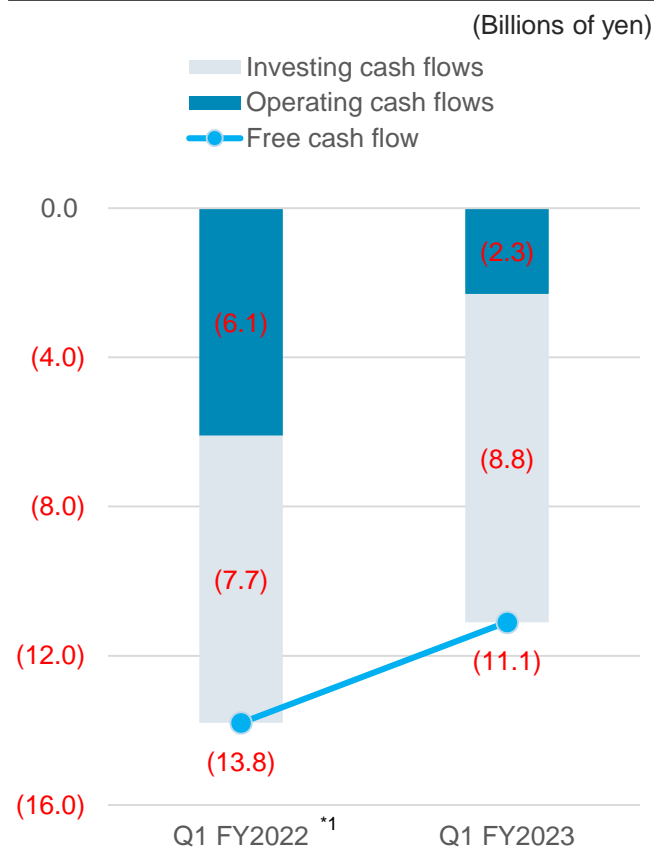
Consolidated Cash Flow Statement

Interest-bearing debt decreased, the D/E ratio improved to 1.3, and earning power improved

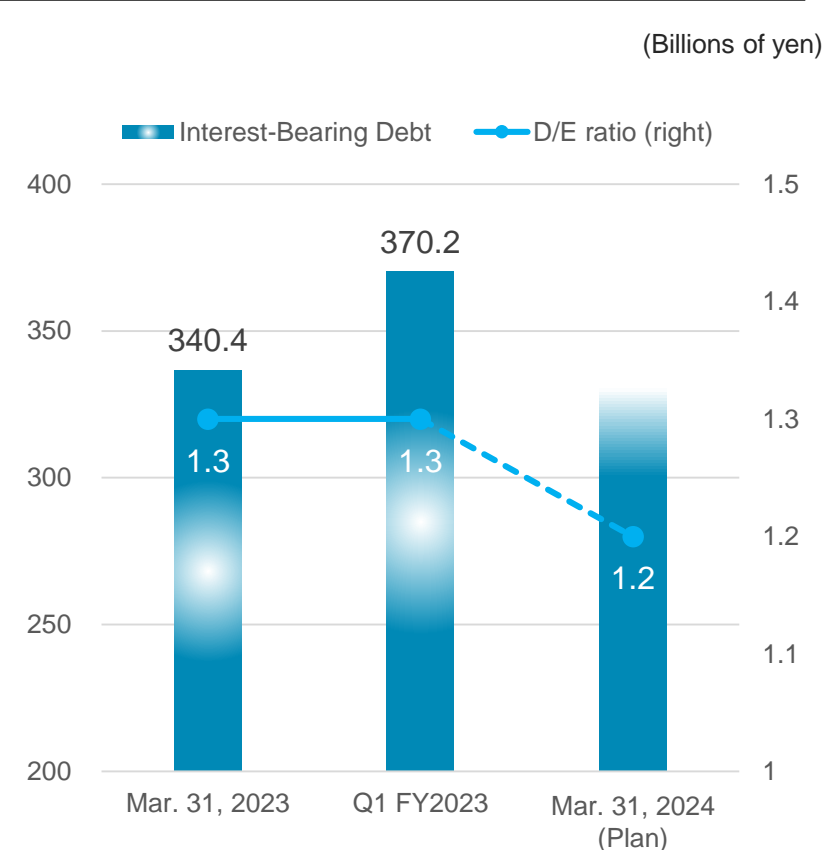
Consolidated Cash Flows in Q1 FY2023 (provisional)

	(Billions of yen)
Profit (loss) before tax	7.6
Depreciation and amortization	9.0
Change in payables/receivables, etc.	(18.9)
Cash flows from operations	(2.3)
Capital expenditures	(8.9)
Free cash flow	(11.1)
Financing schemes, dividends, etc.	(10.1)
Decrease (increase) in cash and deposits	(0.3)
Conversion losses (gains) on foreign currency-denominated borrowings	(8.3)
Decrease in interest-bearing debt	29.8

Consolidated Cash Flows



Interest-Bearing Debt, D/E Ratio*2



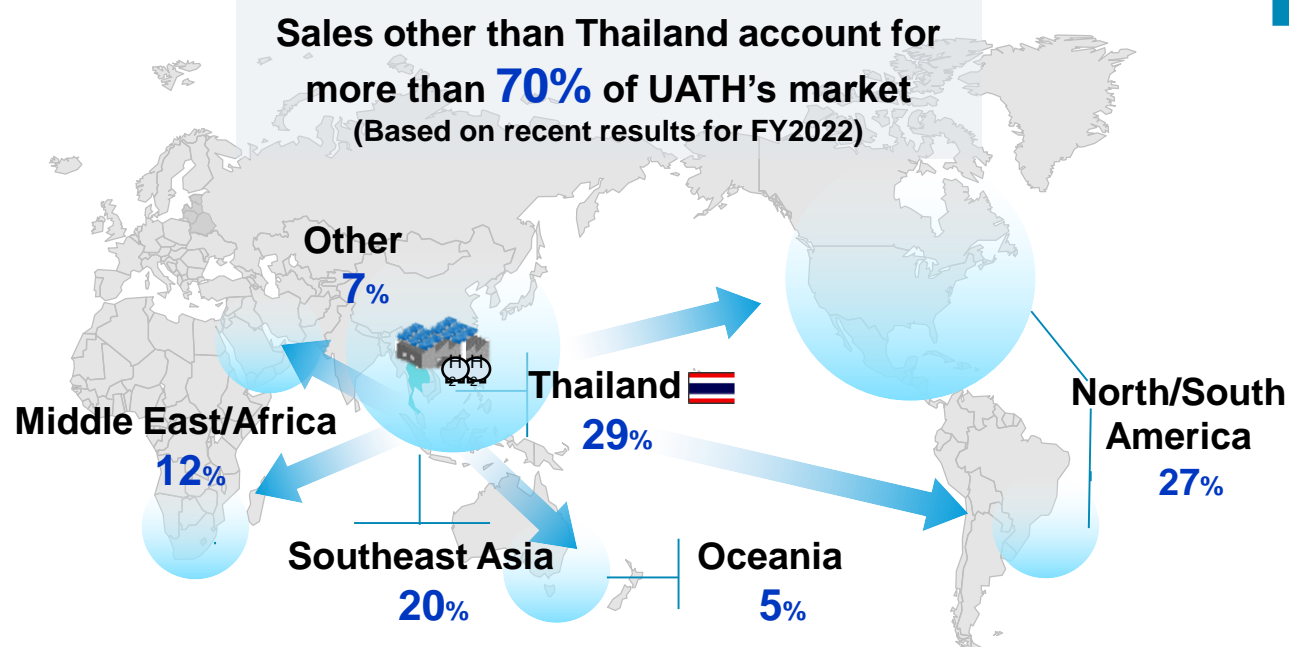
*1 IFRS figures for FY2022 results are rough estimates, and may change depending on the results of quarterly reviews going forward.

*2 D/E ratio: Factoring in subordinated loan

Situation in Thailand (UATH) – Overview of Q1 FY2023

Sales volume decreased due to temporary drop in demand for can stock in North America and Southeast Asia

Sales Ratio in Sales Areas (25 Countries)



Change factors in earnings and improvement measures

- Changes in sales volume driven by sudden fluctuations in demand
- Growth to continue globally over the medium to long term

- Completed material qualification for new customers and will respond to growing demand over the medium to long term
- Pursue optimal production to raise productivity
- Secure profits through revisions to rolling margin

Overview

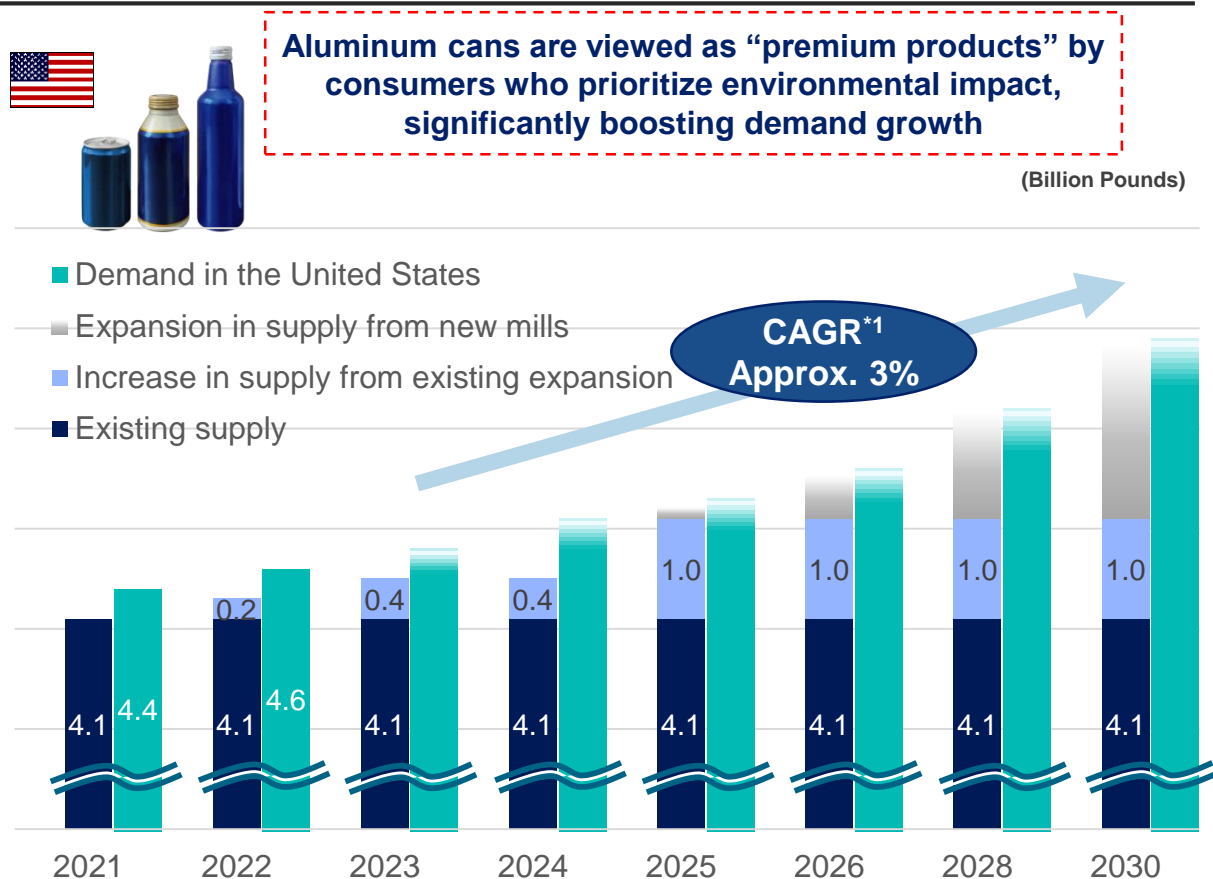
- Demand for can stock** : Although recovery in demand for can stock in North America and Southeast Asia may take time, over the medium to long term we expect growth to continue
- Sales** : Despite strength in automotive heat exchanger materials and air-conditioner fin materials, can stock sales slumped
- Production volume** : **20,000** tons/month (Apr. – Jun. 2023)
- Sales volume** : **20,000** tons/month (Apr. – Jun. 2023)

Profit	(Billions of yen)		
	Q1 FY2022* (Apr.-Jun.)	Q1 FY2023 (Apr.-Jun.)	YoY
Revenue	52.5	34.0	(18.5)
Operating profit	0.6	(1.4)	(2.0)
Operating profit before metal price lag	0.4	0.0	(0.4)

Situation in United States (TAA) – Overview of Q1 FY2023

Secured profits through improvements in product mix and manufacturing costs, etc., despite decline in sales volume caused by inventory correction and impact of market conditions

Changes in US Can Stock Demand and Domestic Supply Capacity



Source: Research by UACJ

*1 CAGR: Shows a rate of increase over multiple periods in terms of the rate of increase per period.

*2 IFRS figures for FY2022 results are rough estimates, and may change depending on the results of quarterly reviews going forward.

Overview

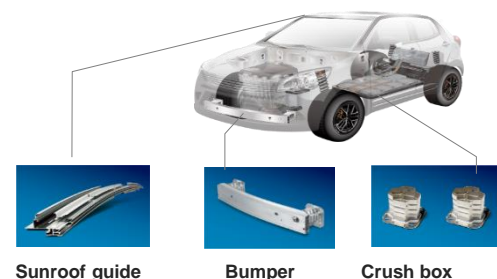
- Demand for can stock** : Even if outlook is for prolongation of recent inventory correction, healthy demand environment expected to continue in the long term
- Sales volume** : **33,000** ton/month (Apr. – Jun. 2023)
*including shipments from Japan and UATH
- Production capacity** : Established an operation network to handle production of approximately **450,000** tons/year
- Capacity increases** : Enhanced facility at production bases in North America

	(Billions of yen)		
Profit :	Q1 FY2022*2	Q1 FY2023	YoY
Revenue	82.9	57.0	(25.9)
Operating profit	9.6	6.6	(3.0)
Operating profit before metal price lag	6.3	7.3	1.0

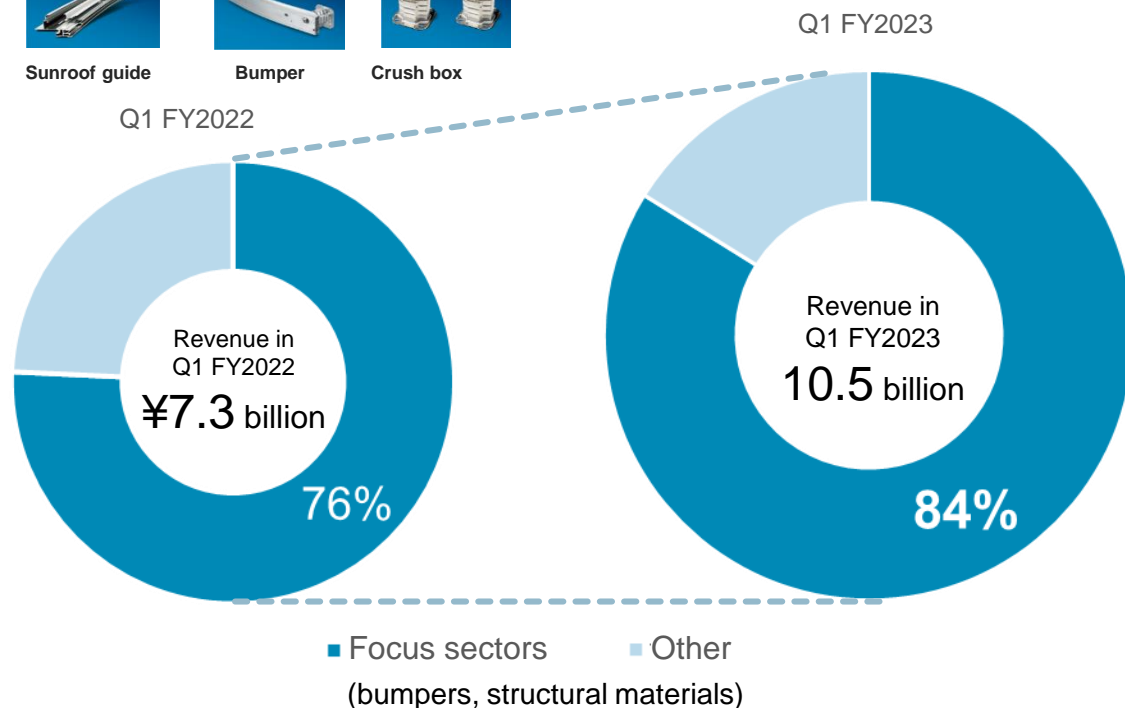
Situation in United States (UWH) – Overview of Q1 FY2023

Supply chain disruption has been resolved and most recent production volume at customers is showing recovery, leading to higher revenue and profits

Change in product mix



UWH is steadily expanding sales in the sectors on which it is focusing



Overview

- Market environment** :
- With production disruption resolved, the North American automobile market is on a recovery trend
 - Move towards electric vehicles in North American market continues, use of aluminum products in automotive components predicted to expand
- Sales** :
- Recovery in customer production volumes leading to increase in revenue

Profit :

(Billions of yen)

	Q1 FY2022*	Q1 FY2023	YoY
Revenue	7.3	10.5	3.2
Operating profit	(0.8)	0.1	0.9
Operating profit before metal price lag	(0.4)	(0.1)	0.3

* IFRS figures for FY2022 results are rough estimates, and may change depending on the results of quarterly reviews going forward.

2. Forecast for FY2023



Understanding of Business Environment

Automotive-related demand is recovering following the resolution of production disruption.

Conversely, can stock in North America and Southeast Asia and thick plates, etc. in Japan are now forecast to recover more slowly than initially expected.

Japan

Can stock: Demand remains resilient despite impact of a fall in demand for drinking at home seen during the COVID-19 pandemic

Automotive: Following the resolution of production disruption at customers, demand is recovering as initially expected, primarily for automotive panel materials

Thick plates: Being affected by timing of recovery in semiconductor demand, which is later than expected

North America

Can stock: Recovery in demand is likely to take longer than initially inspected due to lower sales caused by inventory correction and the impact of inflation

Automotive parts: Following the resolution of production disruption at customers, demand has recovered to pre-COVID-19 levels

Asia

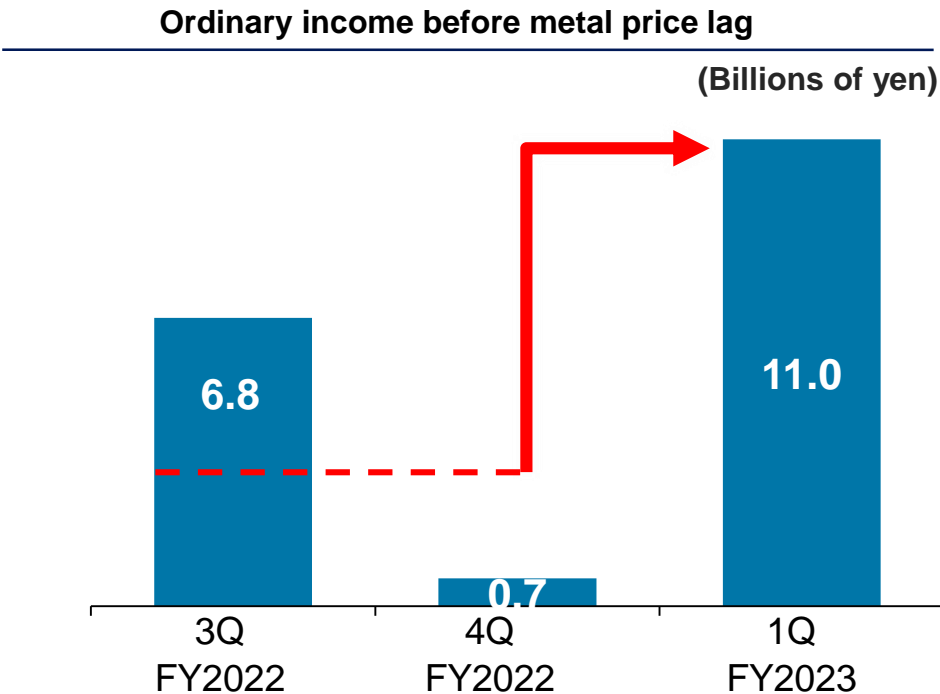
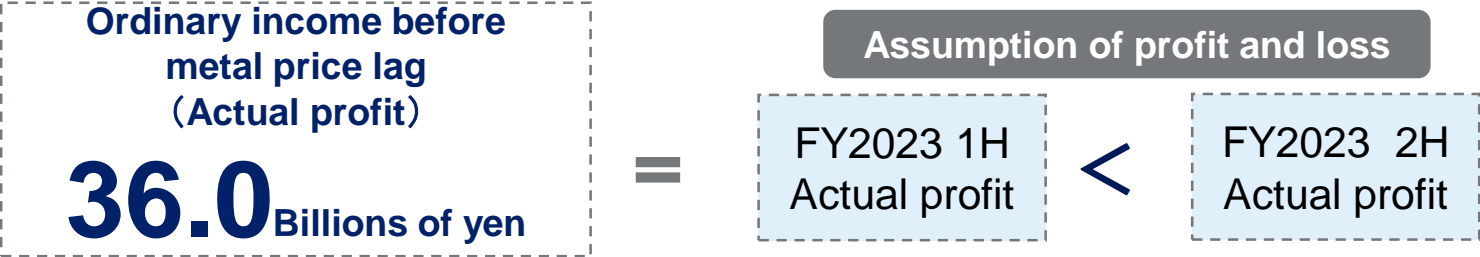
Can stock: Being affected by delayed recovery in demand for can stock in North America as well as inventory corrections at customers in Southeast Asia

Understanding of Business Environment

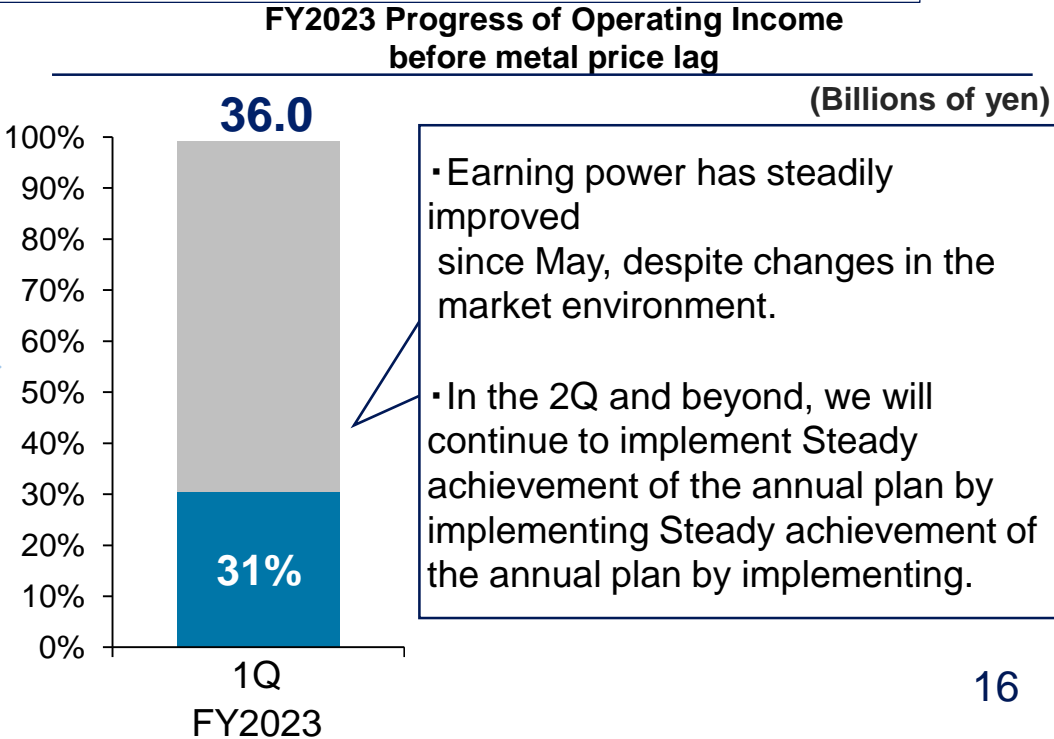
Assumptions for FY2023 Full-Year Earnings Forecast

FY2023 1H : Assumption is that the adjustment in overall domestic aluminum rolled products and overseas demand for can materials will continue from the second half of FY2022.

FY2023 2H : Demand for can materials in North America and Southeast Asia is expected to gradually recover, and demand in Japan is also expected to recover, mainly in the automotive industry.



Actual profit improved from 2H FY2022



Full-Year Forecast for FY2023 (announced on May 11, 2023) **[IFRS]**

No change to full-year forecasts

	FY2023 Forecast	FY2022 Results	Difference
(Billions of yen)			
Revenue	970.0	955.7	14.3
Operating profit	34.0	10.7	23.3
Operating profit before metal price lag	36.0	19.7	16.3
Metal price lag	(2.0)	(9.0)	7.0
Profit (loss) attributable to owners of parent	15.0	(1.3)	16.3
Adjusted EBITDA	72.3	53.2	19.1
Annual dividends	85 yen/share	85 yen/share	-

* IFRS figures for FY2022 results are rough estimates, and may change depending on the results of quarterly reviews going forward.

3. Voluntary Adoption of International Financial Reporting Standards (IFRS)



Adoption of IFRS

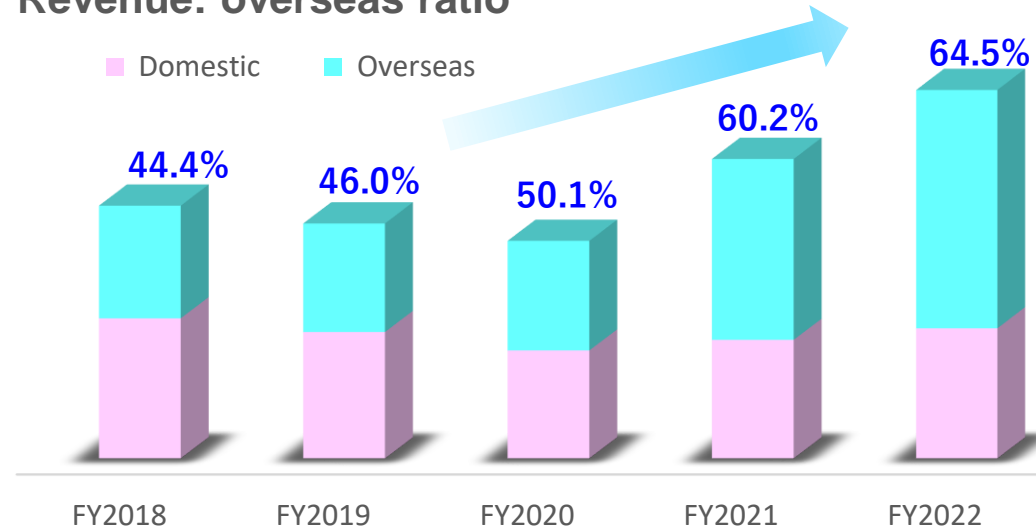
Adopted IFRS accounting standard to address the globalization of the business

The overseas ratio of net sales, invested capital, and other attributes of the Group is rising every year, and is expected to increase further going forward

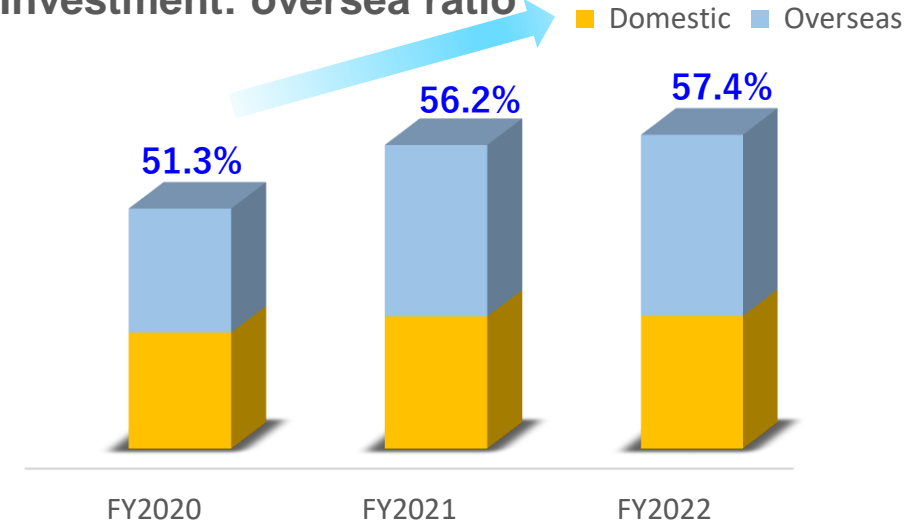
➡ **With the further expansion of global corporate activities in mind, we will put in place systems for accounting and information disclosure**

➡ Adoption of IFRS will enhance understanding of the financial position of the Company among overseas suppliers and others

Revenue: overseas ratio



Investment: overseas ratio

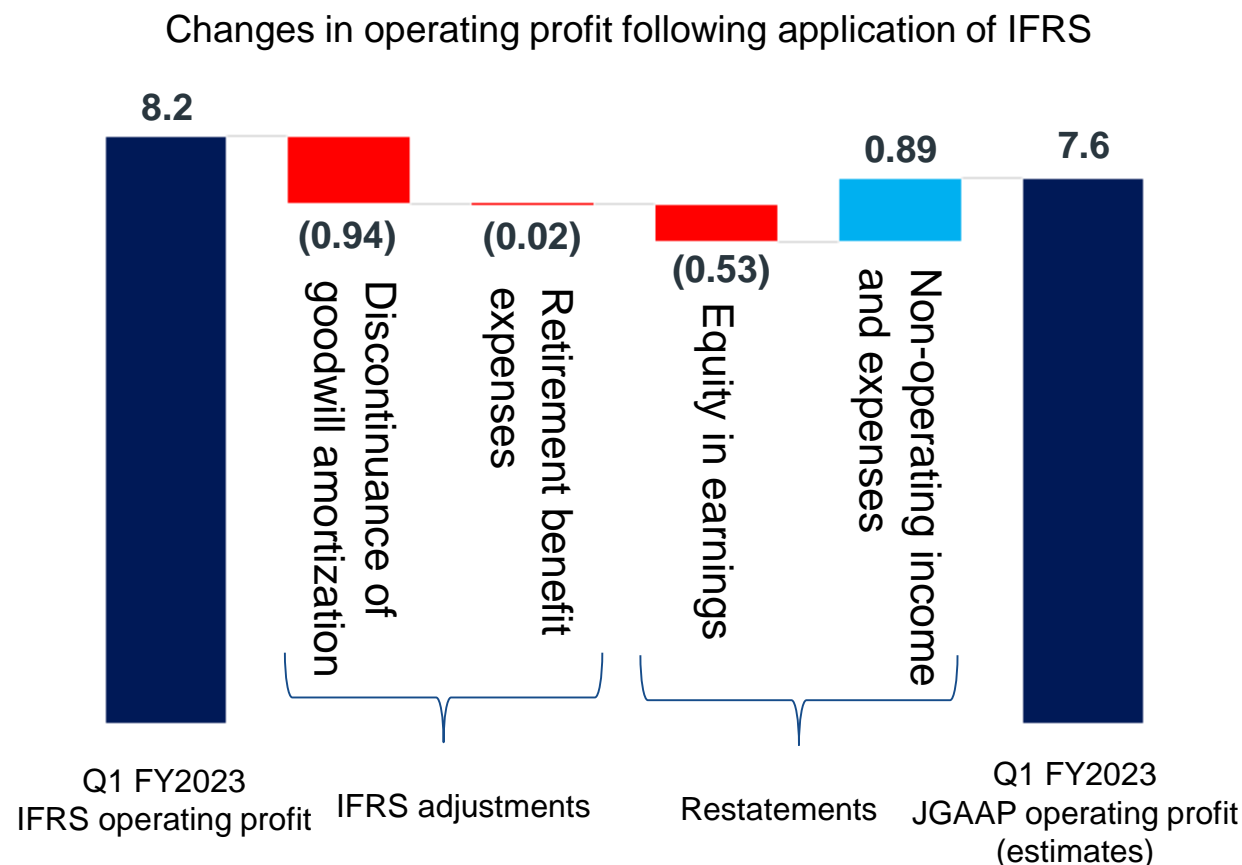


Comparison and Analysis of Changes in Performance Indicators between JGAAP and IFRS

Comparison of results for Q1 FY2023 (billions of yen)

IFRS		Japanese GAAP*	
Revenue	211.1	Net sales	211.4
Operating profit	8.2	Operating income	7.6
-		Ordinary income	6.6
Operating profit before metal price lag	11.0	Ordinary income before metal price lag	9.4
Metal price lag	(2.8)	Metal price lag	(2.8)
Profit (loss)	2.9	Net income	2.0

- ✓ Following the adoption of IFRS, we will use **operating profit** as an indicator for managing performance
- ✓ Adoption of IFRS leads to the following adjustments to operating profit
 - Discontinuance of goodwill amortization
 - Equity in earnings
 - Extraordinary loss (income)
 - Non-operating income and loss (excl. finance income and finance costs)
 - Other



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

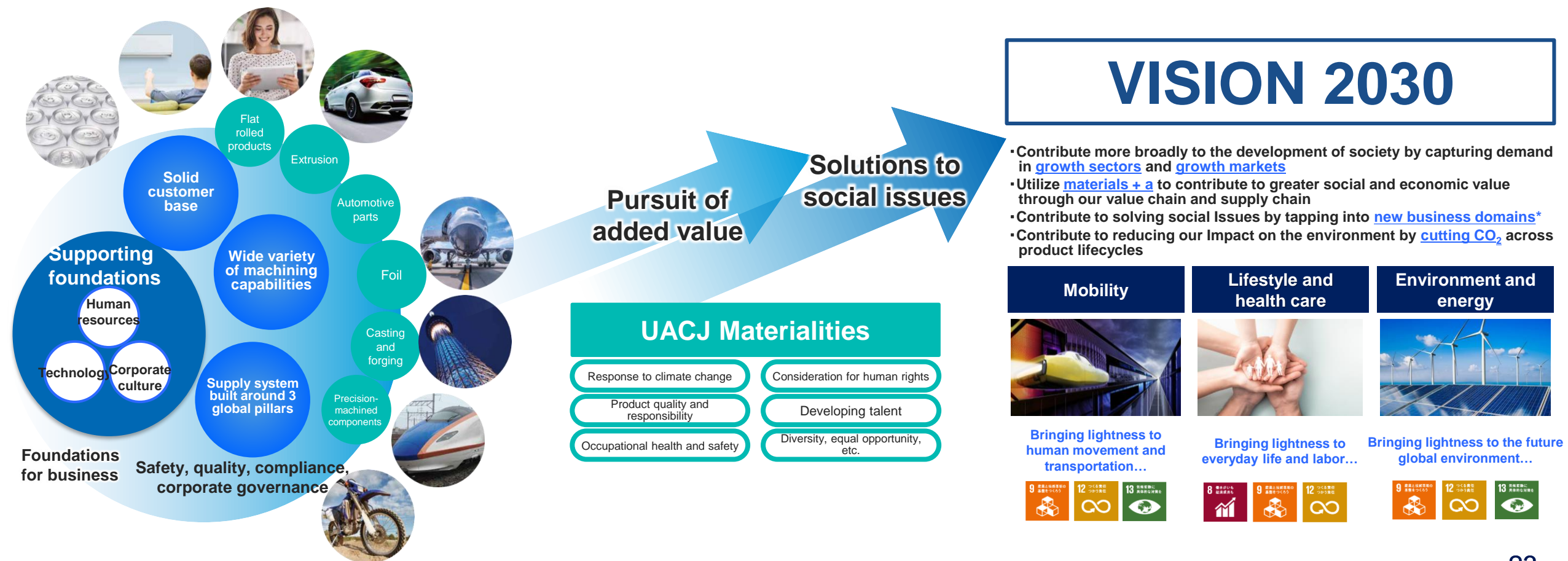
- ▶ Respect and understand your associates.
- ▶ Embrace honesty and foresight.
- ▶ Be curious and challenging.

Sustainability Policy

“Passing down a better world over the next century”

Solutions to Social Issues Targeted by “UACJ VISION 2030”

Pursuing our passion, aluminum, to contribute to building a sustainable society



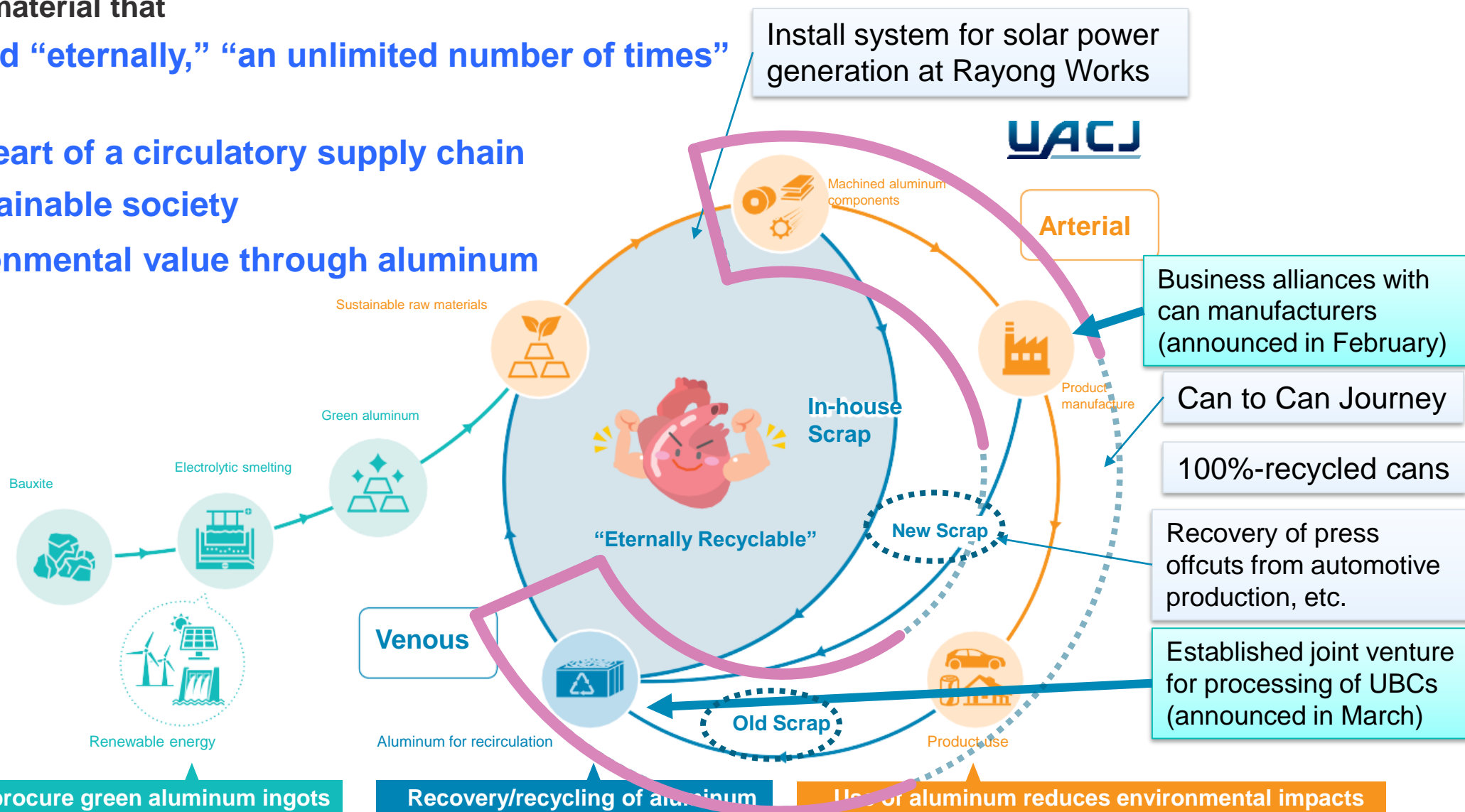
4. Sustainability Initiatives

Solutions to Social Issues – The Cycle of Aluminum Use ~ Becoming the Heart of the Circular Economy ~

● Aluminum is a material that
can be recycled “eternally,” “an unlimited number of times”

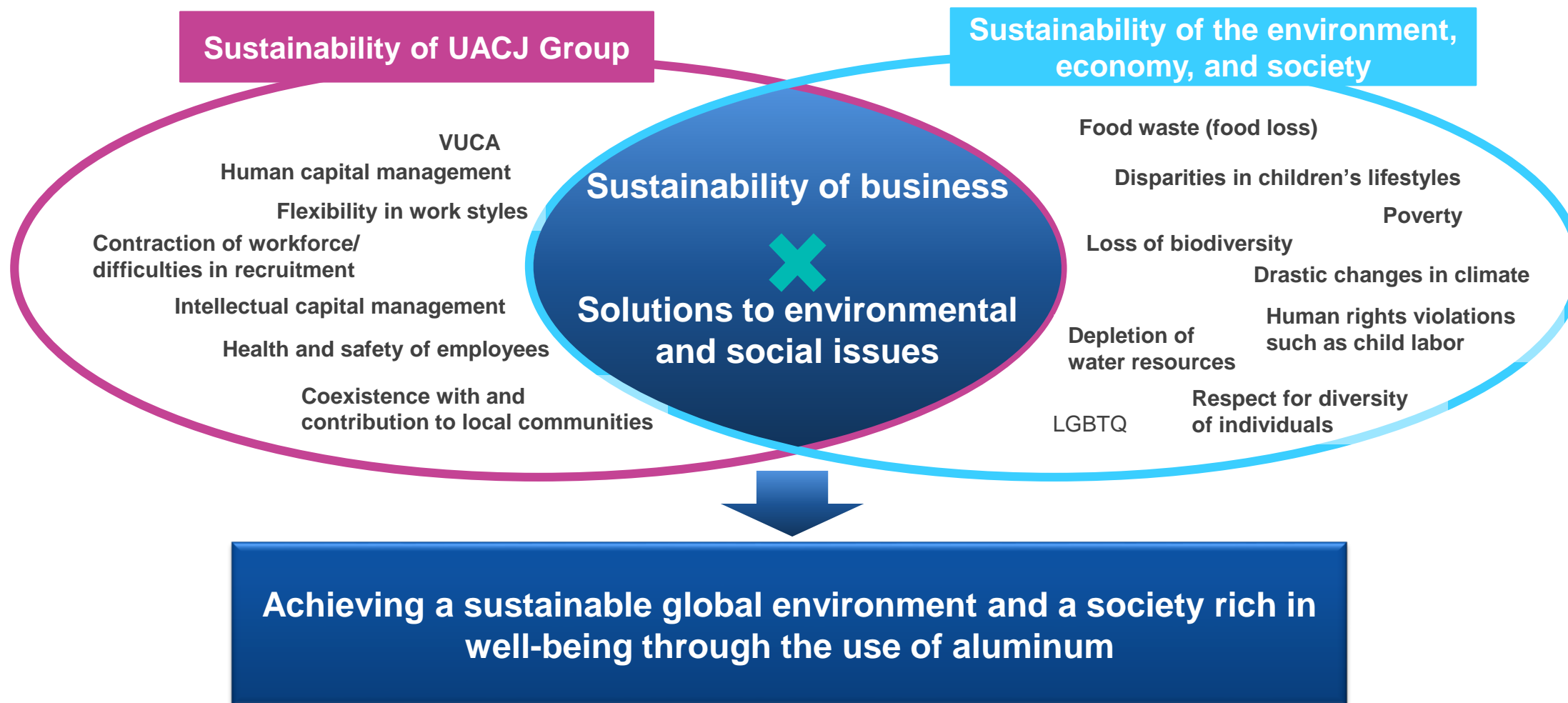
● UACJ will

- Become the heart of a circulatory supply chain
- Realize a sustainable society
- Provide environmental value through aluminum



Preparing for Review of Materialities

Discussing review of materialities to respond to significant changes in the times and to enable UACJ to continue to create value



4. Sustainability Initiatives

Matters Realized in Q1 FY2023

Beginning distribution of UACJ SMART Mass balance



- Began distribution of the new “UACJ SMART Mass balance,” incorporating it into the existing environmentally friendly “UACJ SMART” aluminum brand
- Gives customers more environmentally friendly options, and makes it possible to reduce environmental impact based on a guarantee
(Announced in April 2023)

Expansion of DX solutions



Water Bridge Network System

Shizuoka Bank has adopted this system. It presents the opportunity for mutual assistance through providing drinking water in the event of a major disaster
(Announced in April 2023)



Mizuyojin™ flood prevention plates

Began trials with two digital startups (CalTa and RainTech) with the aim of contributing to disaster-resistant urban development
(Announced in June 2023)

Aiming to spread technology through industry-academia collaboration



Participating in the University of Tokyo's Pre-emptive LCA^{*1} Social Cooperation Research Department

Through a strong industry-academia collaboration, we will tackle issues such as the interaction between technology and society and personnel training, and aim to develop and implement effective LCA methods
(Announced in April 2023)

Established a social collaboration course with the University of Tokyo

Established a course on creating next-generation lightweight alloys together with the Graduate School of Engineering at the University of Tokyo. Aiming to improve the durability and performance of heat-treated aluminum alloys, mainly for use as automotive body sheets and in aerospace equipment
(Announced in April 2023)



Furthering Health & Productivity Management



Recognized as a Certified Health & Productivity Management Outstanding Organization (Large Enterprise Category)

In 2023, we were recognized for the second year in a row as a company that is proactively working to promote and maintain workers' health. We will continue in our efforts as the continued development of the UACJ group depends on the promotion and maintenance of workers' health



Participating in the Health & Productivity Management® Alliance^{*2}

We agree with the alliance's vision of "revitalizing Japanese companies through the health of employees and implementing sustainable health insurance," and are therefore participating with the aim of further improving the UACJ group's health management
(Participation began in June 2023 and announced in July)

^{*1} Life Cycle Assessment. Refers to quantitatively assessing the environmental, social, and economic impacts of products and services throughout their entire life cycle, from procurement of raw materials to manufacturing, transportation, sales, usage, disposal and reuse

^{*2} "Health & Productivity Management®" is a registered trademark of the Nonprofit Organization KenkoKeiei

Preparing for a management indicator to address capital efficiency and management with an awareness of the share price

Ensure achievement of FY2023 targets and pave the way to VISION2030

We established ROE, ROIC, and D/E ratio as financial indicators for the 3rd Mid-Term Management Plan

- ⇒
- In FY2023, the final year of the 3rd Mid-Term Management Plan, we will implement measures to steadily increase profits to ensure that we achieve our financial targets.
 - Continue to actively engage in dialogue with the capital markets and reflect the needs of the capital markets in management.

ROE and ROIC are set as financial indicators in UACJ VISION 2030

- ⇒ Specific measures are being considered in the fourth medium-term management plan (from 2024) to ensure achievement of the 2030 target.

Financial indicators/ KPIs

Period of 3rd MTMP

	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023 (Forecast)		FY2030 (Target)
ROE	0.6%	1.1%	-1.8%	15.6%	2.0%	4.6%		≥ 10.0%
ROIC ^{*1}	2.8%	1.9%	2.2%	11.1%	3.0%	5.5%		≥ 10.0%
D/E ratio ^{*2}	1.7	1.6	1.6	1.4	1.3	1.2		—

^{*1} ROIC: Calculated based on operating income before income taxes ^{*2} D/E ratio: Factoring in subordinated loan

5. Reference Data



Overview of Results for Q1 FY2023 [JGAAP]

(Billions of yen)

	Q1 FY2022 (A)	Q1 FY2023 ^{*3} (B)	Change (B) — (A)
Net sales	256.2	211.4	(44.8)
Operating income	18.3	7.6	(10.7)
Ordinary income before metal price lag	9.1	9.4	0.3
Metal price lag	8.8	(2.8)	(11.6)
Ordinary income	17.9	6.6	(11.3)
Net income ^{*1}	11.8	2.0	(9.8)
Adjusted EBITDA ^{*2}	18.0	19.4	1.4

*1 Net income: Net income attributable to owners of the parent

*2 Adjusted EBITDA: EBITDA — Metal price lag

*3 Japanese GAAP figures for Q1 FY2023 are rough estimates.

Sales and Operating Income by Segment **[JGAAP]**

(Billions of yen)

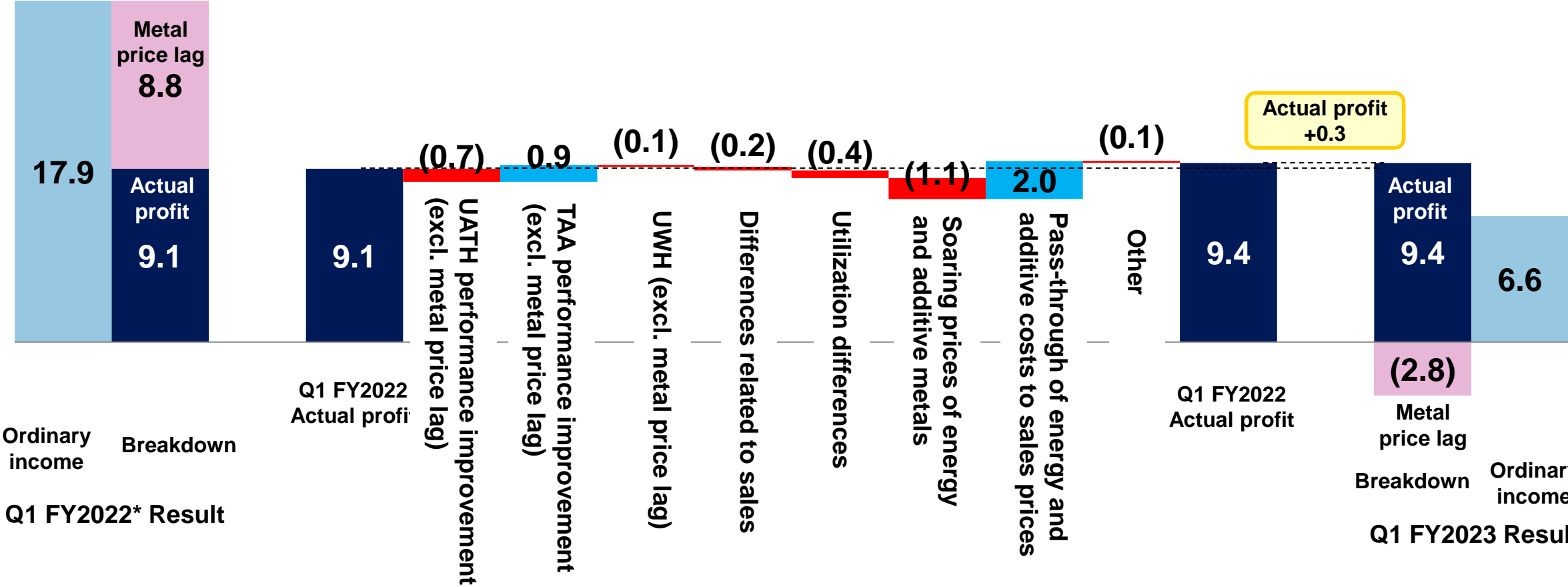
	Q1 FY2022 (A)		Q1 FY2023* (B)		Change (B)－(A)	
	Net sales	Operating income	Net sales	Operating income	Net sales	Operating income
Flat-rolled products	231.7	20.3	182.6	9.8	(49.1)	(10.5)
Precision-machined components and related business	48.5	0.1	51.3	0.5	2.8	0.4
(Adjustment)	(24.1)	(2.1)	(22.5)	(2.7)	1.6	(0.6)
Total	256.2	18.3	211.4	7.6	(44.8)	(10.7)

Analysis of Ordinary Income before Metal Price Lag (Q1 FY2022 → Q1 FY2023) [JGAAP]

Ordinary income before metal price lag: ¥9.1 billion (Q1 FY2022) → ¥9.4 billion (Q1 FY2023)

(Metal price lag: ¥8.8 billion (Q1 FY2022) → ¥(2.8) billion (Q1 FY2023), YoY: ¥(11.6) billion)

(Billions of yen)



Assumptions and Sensitivities

	FY2021 (Mar. 31)	FY2022 (Mar. 31)	FY2023 (June 30, 2023)	Sensitivity on ordinary income
Nikkei average price of aluminum (¥/kg)	378	408	400	¥10/kg rise → +¥2.0-¥3.0 billion/year
LME (\$)	2,796	2,490	2,263	\$100/t rise → +¥2.2-¥3.5 billion/year
Foreign exchange (¥/\$)	112	136	137	• Fuel and additional metal cost: become positive by stronger yen
Foreign exchange (¥/Thai baht)	3.4	3.8	4.0	• Rolling margin, forex conversion: become positive by weaker yen
Crude oil (Dubai: \$)	78	92	78	\$10 increase → Approx. ¥(1.0)-¥(1.5) billion/year

5. Reference Data

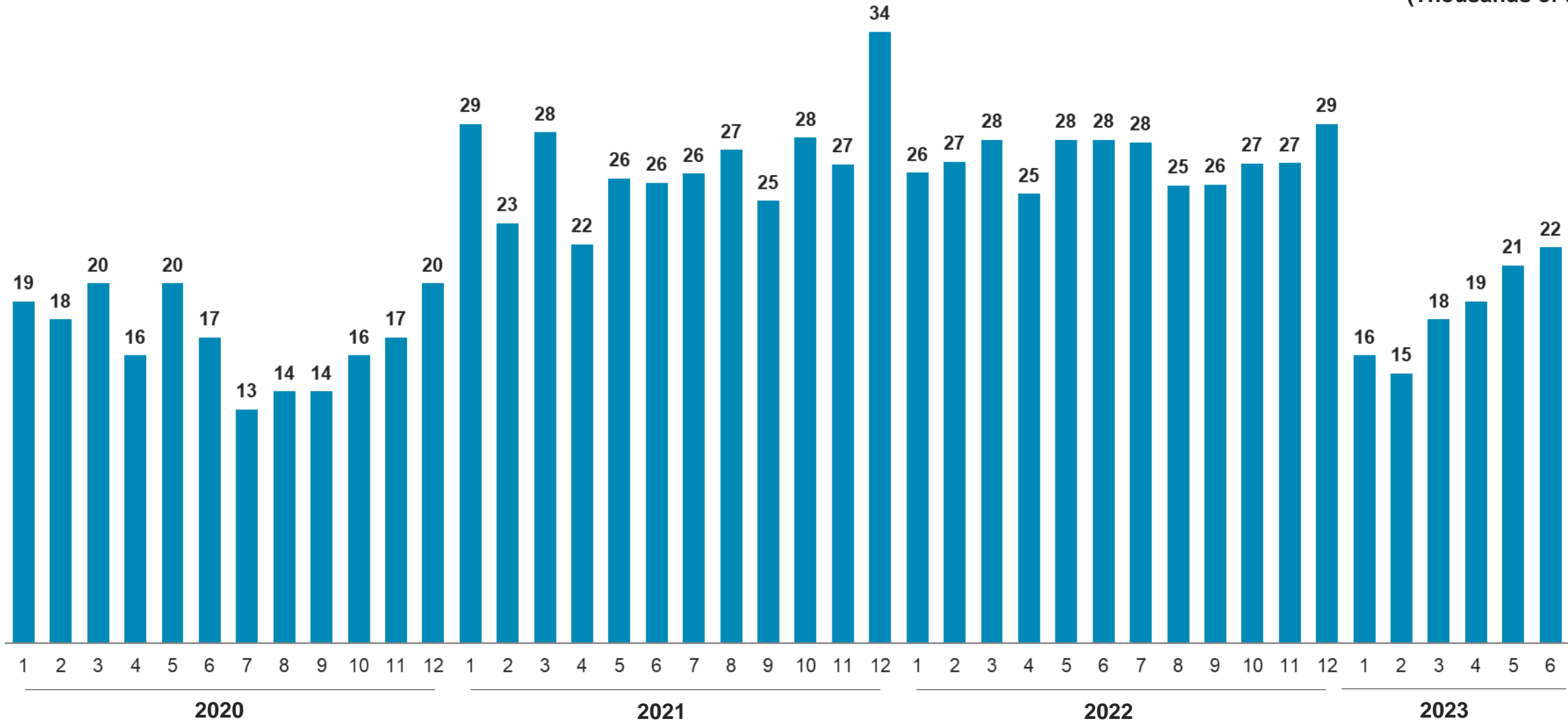
Trends in Key Indicators

(Billions of yen)

Japanese GAAP					IFRS		
		FY2019	FY2020	FY2021	FY2022	Q1 FY2023	FY2023 (Forecast)
Net sales		615.2	569.8	782.9	962.9	211.1	970.0
Operating income		10.1	11.1	59.5	17.2	8.2	34.0
Operating income (loss) before metal price lag		-	-	-	-	11.0	36.0
Ordinary income (loss) before metal price lag		9.8	6.2	21.3	16.1	-	-
Ordinary income		3.8	6.0	52.3	8.7	-	-
Net income attributable to owners of the parent		2.0	(3.3)	32.1	4.7	2.9	15.0
Capital investment	General investment	14.3	10.9	12.9	21.0	3.2	-
	Strategic investment	34.7	7.2	7.9	5.4	2.3	-
Total		48.9	18.1	20.7	26.4	5.5	-
Depreciation and amortization		31.2	33.4	34.0	37.3	9.0	-
Interest-bearing debt		344.0	335.8	339.4	336.7	370.2	-
ROE (%)		1.1	(1.8)	14.1	1.9	-	-
ROIC (%)		1.9	2.2	11.1	3.0	-	-
D/E ratio (x)		1.56	1.56	1.36	1.25	1.3	-
Operating cash flows		58.1	38.6	7.8	52.6	(2.3)	-
Investing cash flows		(30.0)	(21.0)	(21.0)	(26.9)	(8.8)	-
Free cash flow		28.1	17.7	(13.2)	25.7	(11.1)	-

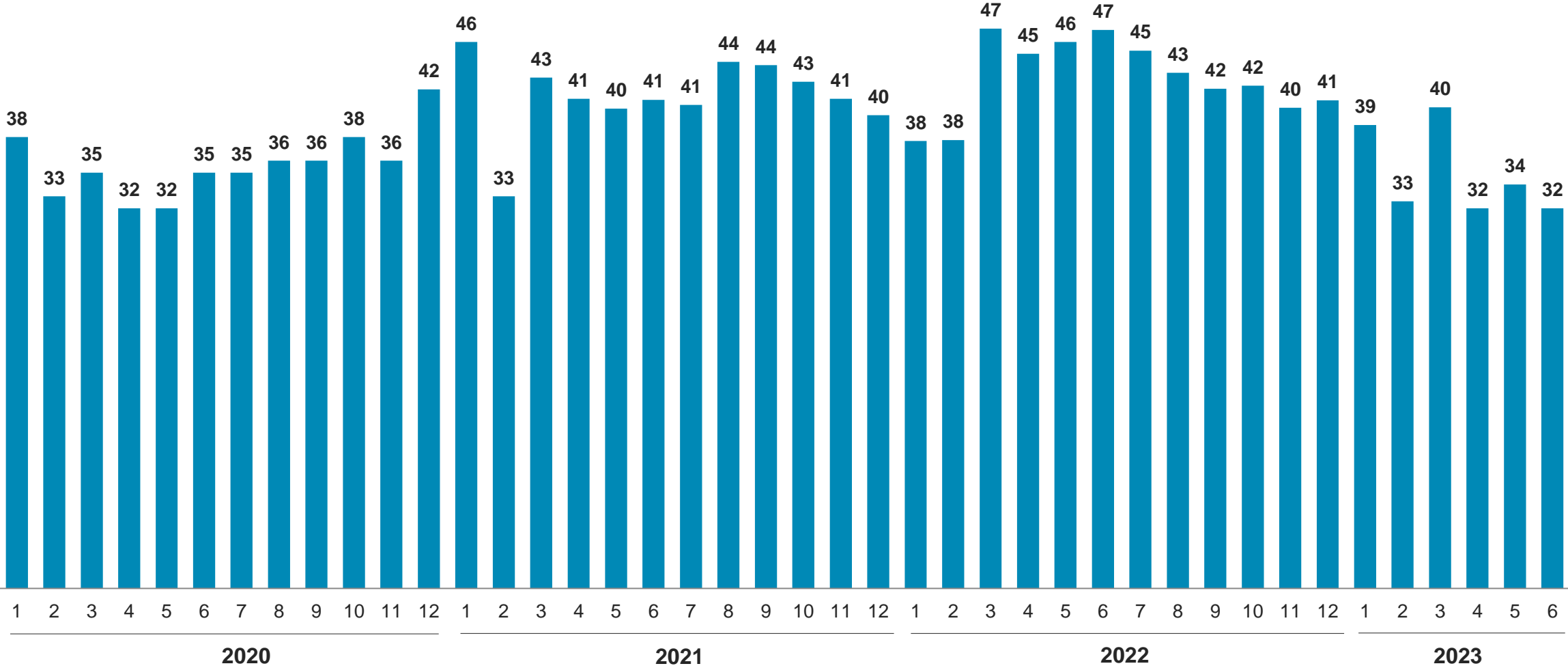
Monthly Sales Volume at UATH

(Thousands of tons)



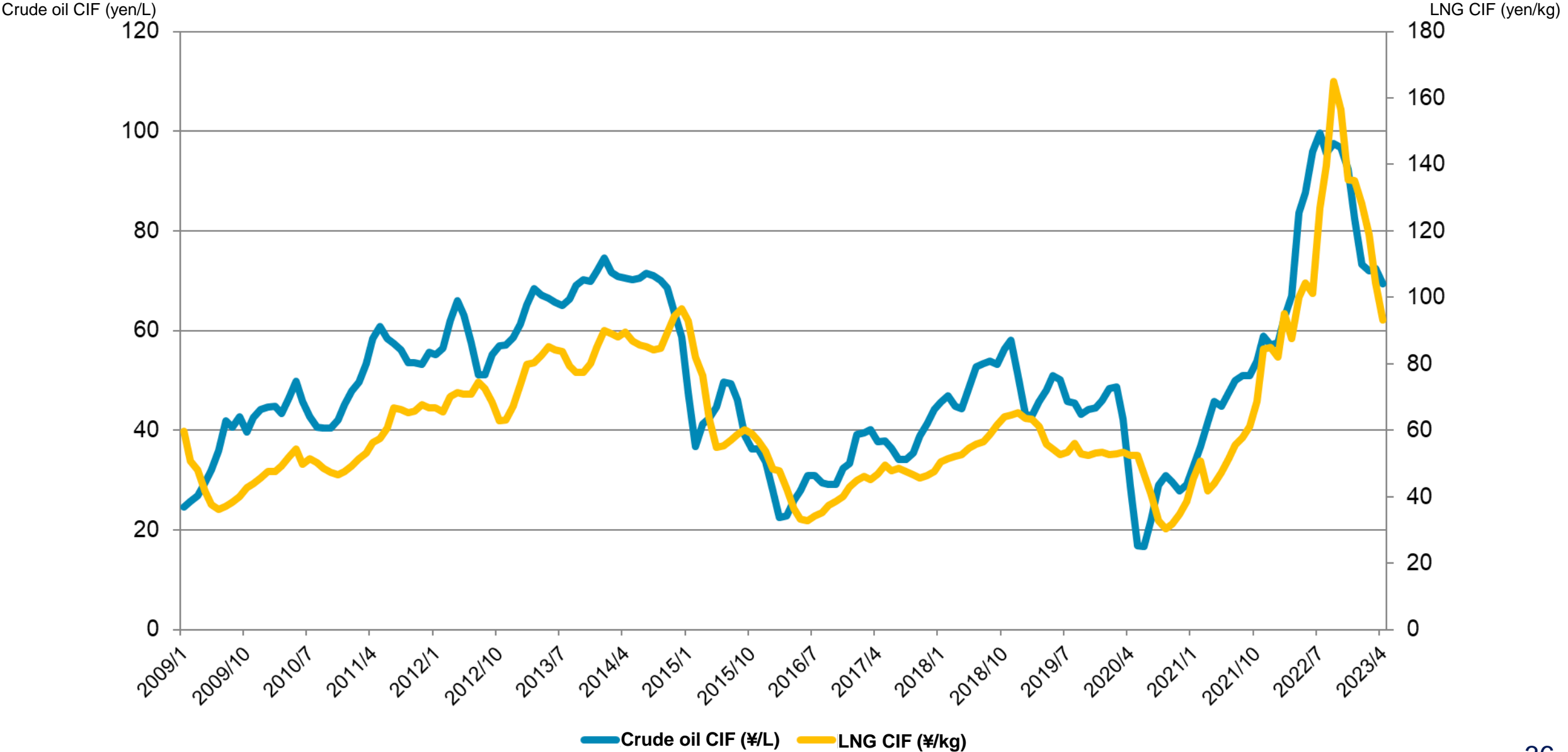
Monthly Sales Volume at TAA

(Thousands of tons)



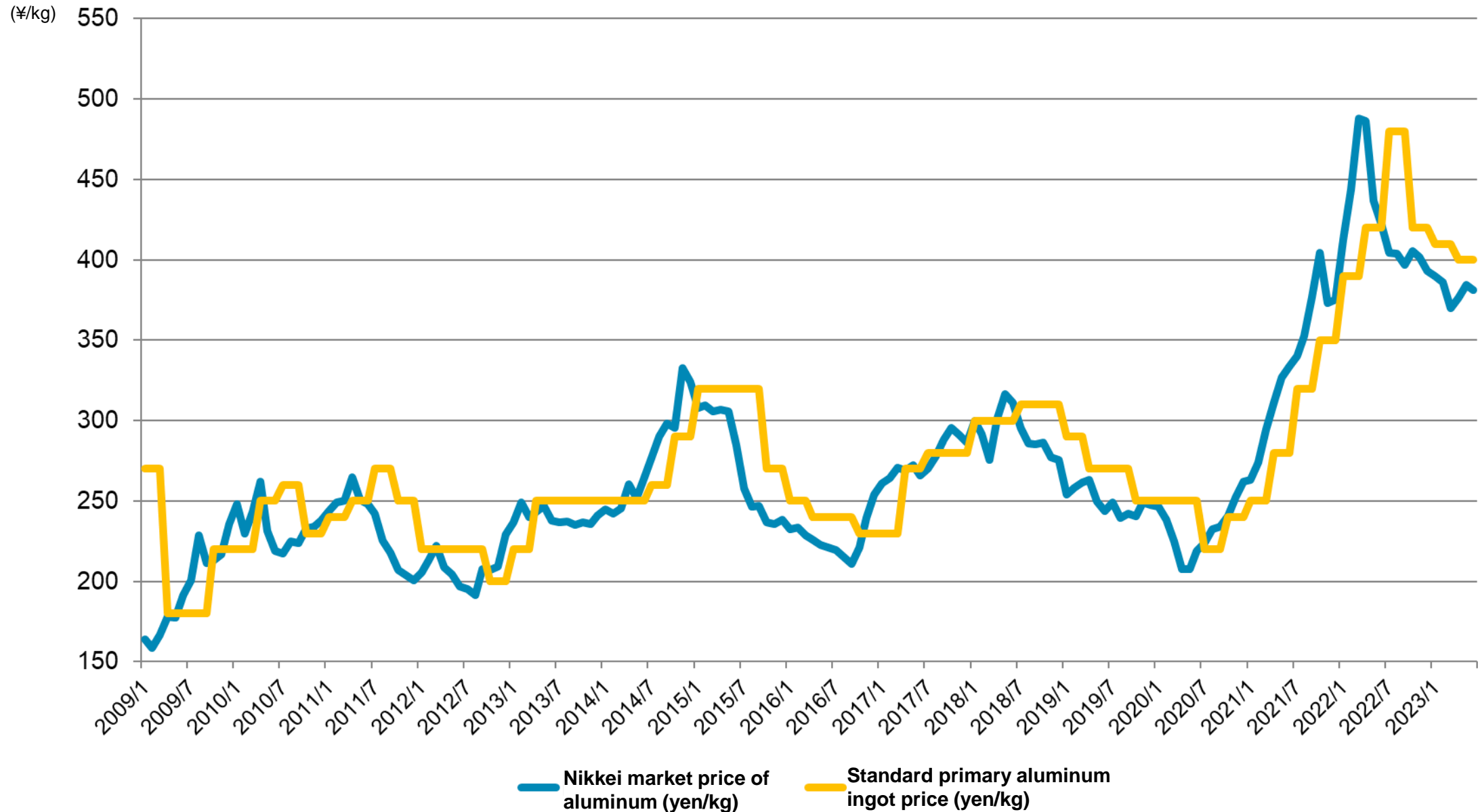
5. Reference Data

Unit Fuel Costs






5. Reference Data

Nikkei Average Primary Ingot Price/Standard Primary Aluminum Ingot Price



Changes in the External Environment and Our Countermeasures

With the aim of stabilizing profits, we established a pricing scheme that will be resilient to changes in the business external environment

	Japan 	TAA (United States) 	UATH (Thailand) 
Increase in aluminum ingot prices	Pass on to sales prices		
Soaring unit energy prices	Pass-through to sales prices <u>already implemented on schedule</u> Continuing to consider additional burden of electricity costs on to sales prices	Pass through to sales prices (<u>already introduced</u> pricing system linked to market prices)	<u>Updated contracts (including new ones)</u> <u>Already introduced</u> pricing system linked to market prices <u>Revisions during contract period for existing contracts</u> Reached agreements with some customers concerning the pass-through of high energy prices
Soaring additive metals prices	We have introduced a pricing system linked to market prices for products that include many additive metals		
Increase in logistics costs	—		Pass through to sales prices (<u>already introduced</u> formula system)

5. Reference Data

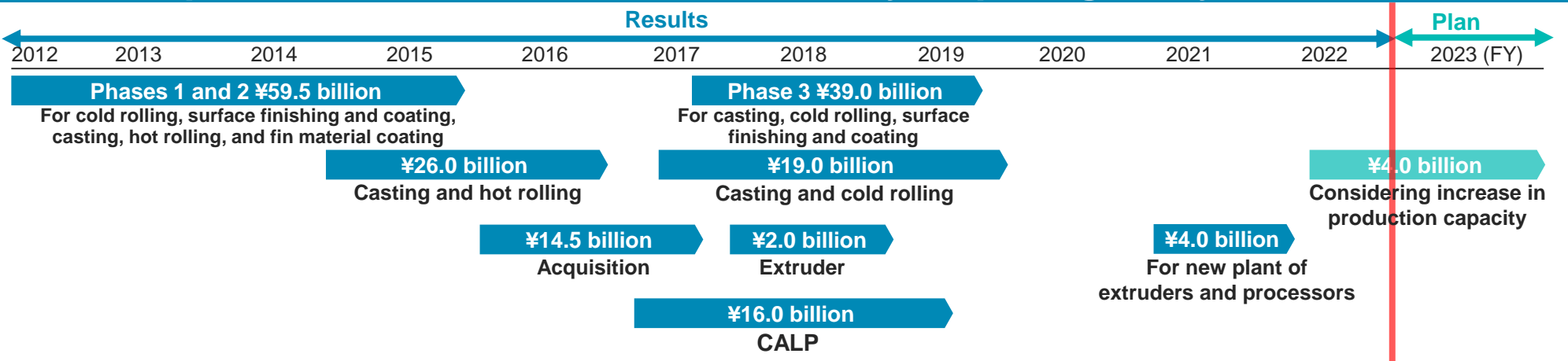
Industrial Structure in the Aluminum Rolled Product Business

(Relationship Between Investment and Returns)

We have been in investment recovery phase since FY2019, with the cycle from the launch of production to mass production and investment recovery requiring five years or more

Major strategic investments

UATH (Thailand)	¥98.5 billion
TAA (US)	¥49.0 billion
UWH (US)	¥20.5 billion
Fukui	¥16.0 billion

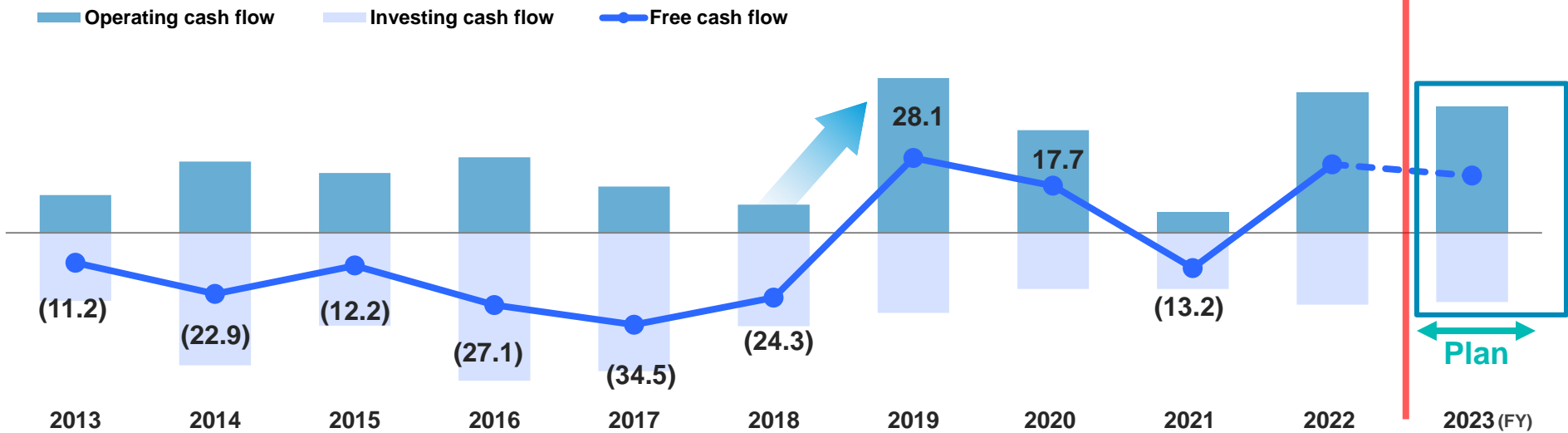


Phase of upfront investment in focus markets and focus sectors

Past investment recovery phase

Consolidated Cash Flows

FY2013-2022 Results
FY2023 Plan



■ Cautionary note concerning forward-looking statements

This presentation contains various forward-looking statements that are based on current expectations and assumptions of future events. All figures and statements with respect to the future performance, projections and business plans of UACJ and its Group companies constitute forward-looking statements.

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