



# **UNIPRES CORPORATION**

## **Financial Results of FY2021**





**Full-year Results for Fiscal Year 2021**

**Forecast of Fiscal Year 2022**

**Medium-term Business Policies**

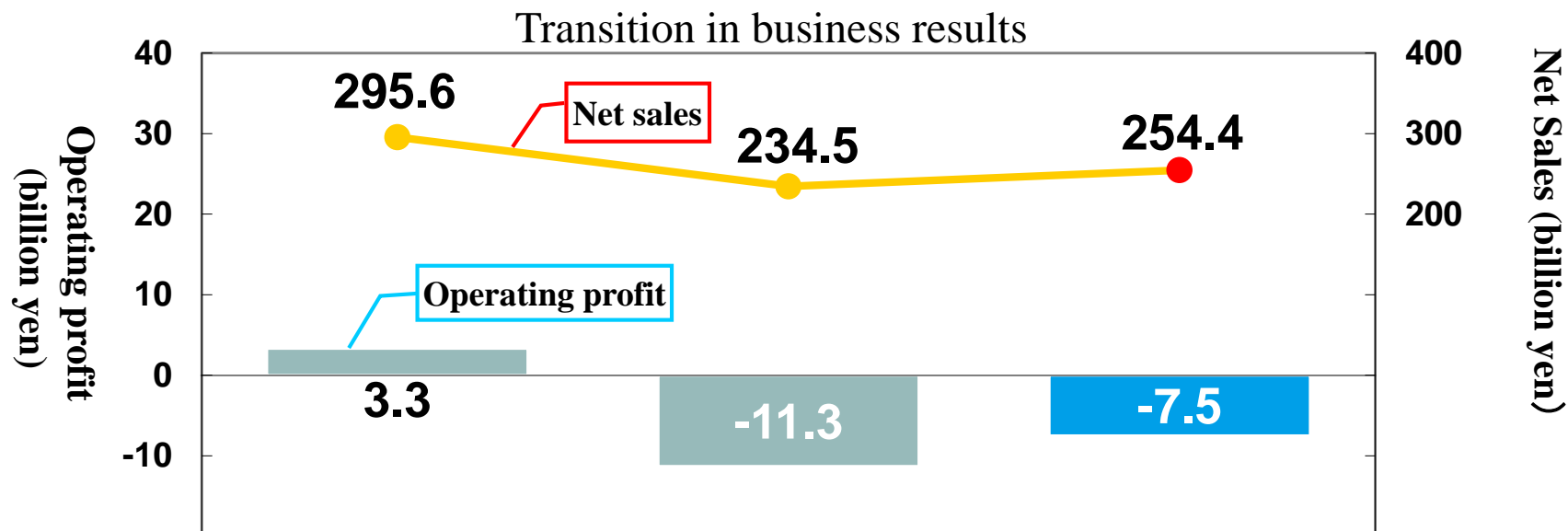


## Full-year Results for Fiscal Year 2021

**Although having the limited impacts of the COVID-19 and positive exchange rate, sales remained at 254.4 billion yen and operating loss at 7.5 billion yen due to the customers' production cutbacks caused by the global shortage of semiconductor supplies.**

# Consolidated Financial Results for FY2021

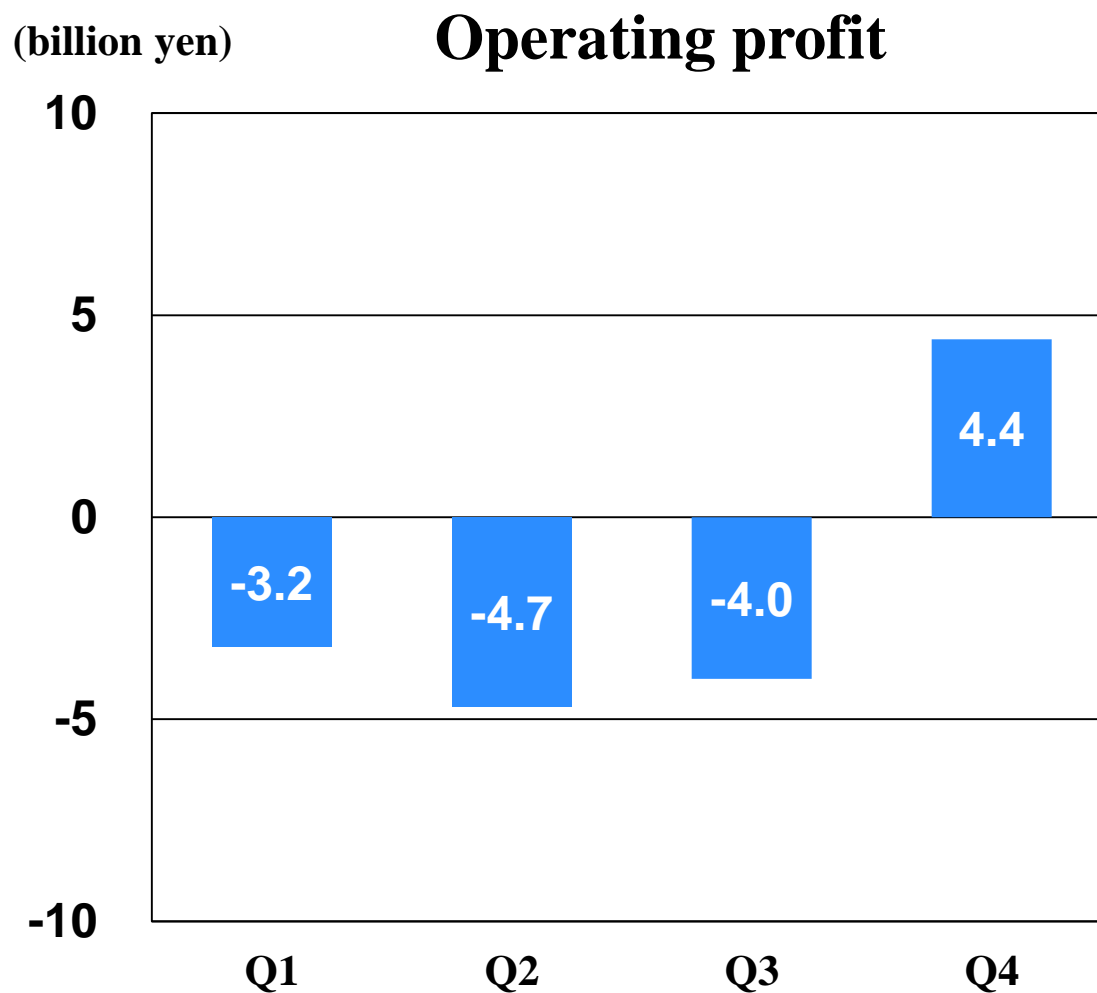
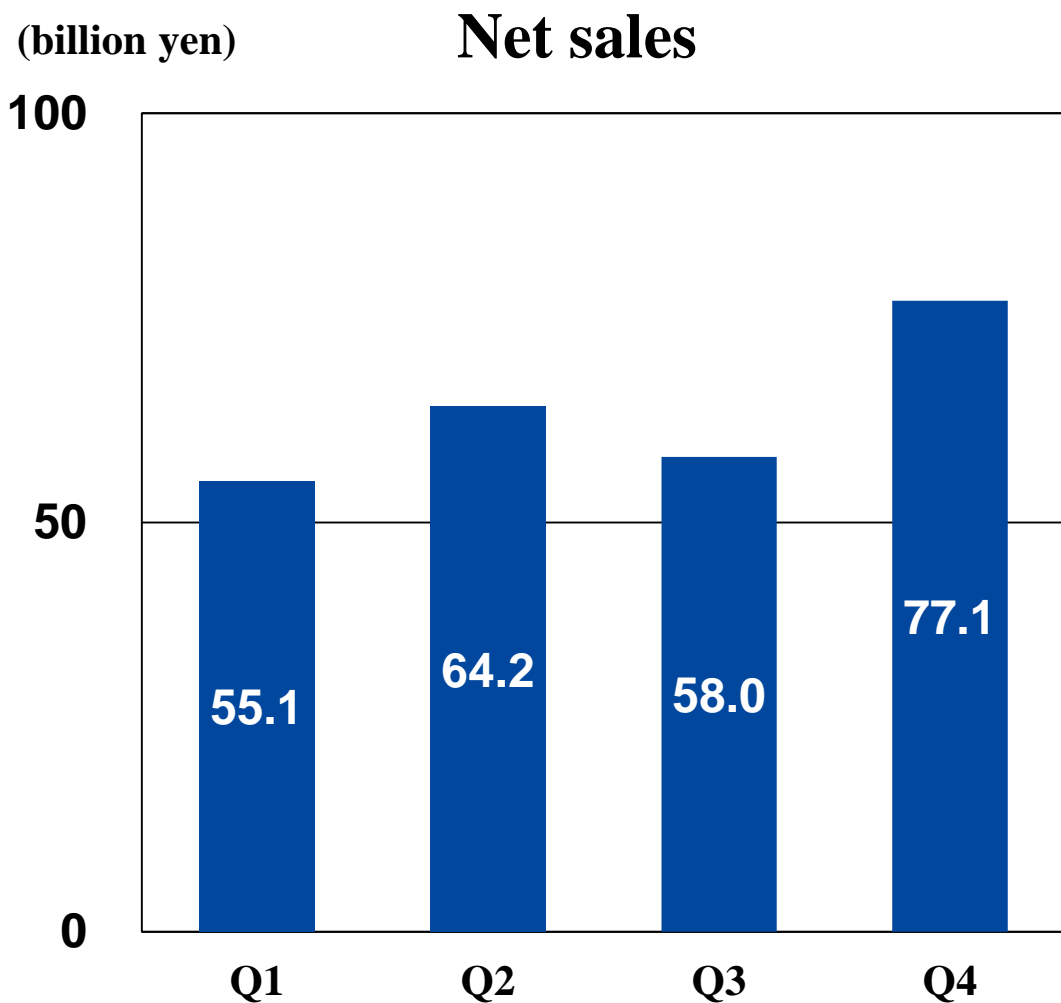
- Net sales increased by 19.9 billion yen (+8.5%) compared with the same period of the previous year.
- Operating profit improved by 3.8 billion yen compared with the same period of the previous year.



	FY2019	FY2020 (A)	FY2021 (B)	(B) - (A)
Net sales	295.6	234.5	254.4	+19.9
Operating profit	3.3	-11.3	-7.5	+3.8
Ordinary profit	3.4	-9.1	-4.7	+4.4
Net income attributable to owners of parent	-3.9	-17.6	-7.9	+9.7

# Consolidated Financial Results by Quarter

- Despite the full-year operating loss, the company turned to profitability in the fourth quarter.



# Consolidated Sales by Product Group

(billion yen)

	FY2020		FY2021		Variance	Variance %
	Sales	%	Sales	%		
Car body press products	195.9	83.5%	217.7	85.6%	+21.8	+2.1%
Transmission products	33.1	14.1%	31.7	12.4%	-1.4	-1.7%
Plastic products	3.0	1.3%	3.1	1.2%	+0.1	-0.1%
Other	2.5	1.1%	1.9	0.8%	-0.6	-0.3%
Total	234.5	100%	254.4	100%	+19.9	—

# Consolidated Sales by Customer (Nissan Motor-related Products)

- The composition ratio decreased by 0.8% mainly due to declining sales of Nissan Motor and Nissan Mexicana.

(billion yen)

	FY2020		FY2021		Variance
	Sales	%	Sales	%	
<b>Nissan Motor-related products Sub-total</b>	<b>191.2</b>	<b>81.5%</b>	<b>205.3</b>	<b>80.7%</b>	<b>-0.8%</b>
Dongfeng Motor Company Limited	45.9	19.6%	55.8	21.9%	+2.3%
Nissan North America	27.1	11.6%	31.9	12.5%	+0.9%
Nissan Motor	34.9	14.9%	30.7	12.1%	-2.8%
JATCO (Incl. overseas operations)	24.8	10.6%	24.3	9.6%	-1.0%
Nissan Mexicana	25.6	10.9%	22.7	8.9%	-2.0%
Nissan Europe	11.0	4.7%	19.0	7.5%	+2.8%
NISSAN SHATAI	8.2	3.5%	7.5	2.9%	-0.6%
Nissan Thailand	5.4	2.3%	4.1	1.6%	-0.7%
Renault Nissan India	2.9	1.2%	3.8	1.5%	+0.3%
Marelli Corporation. (Incl. overseas operations)	4.4	1.9%	3.7	1.5%	-0.4%
Zhengzhou Nissan	0.1	0.0%	0.2	0.1%	+0.1%
Nissan Indonesia	0.1	0.0%	0.0	0.0%	0.0%



# Consolidated Sales by Customer (Other Customers)

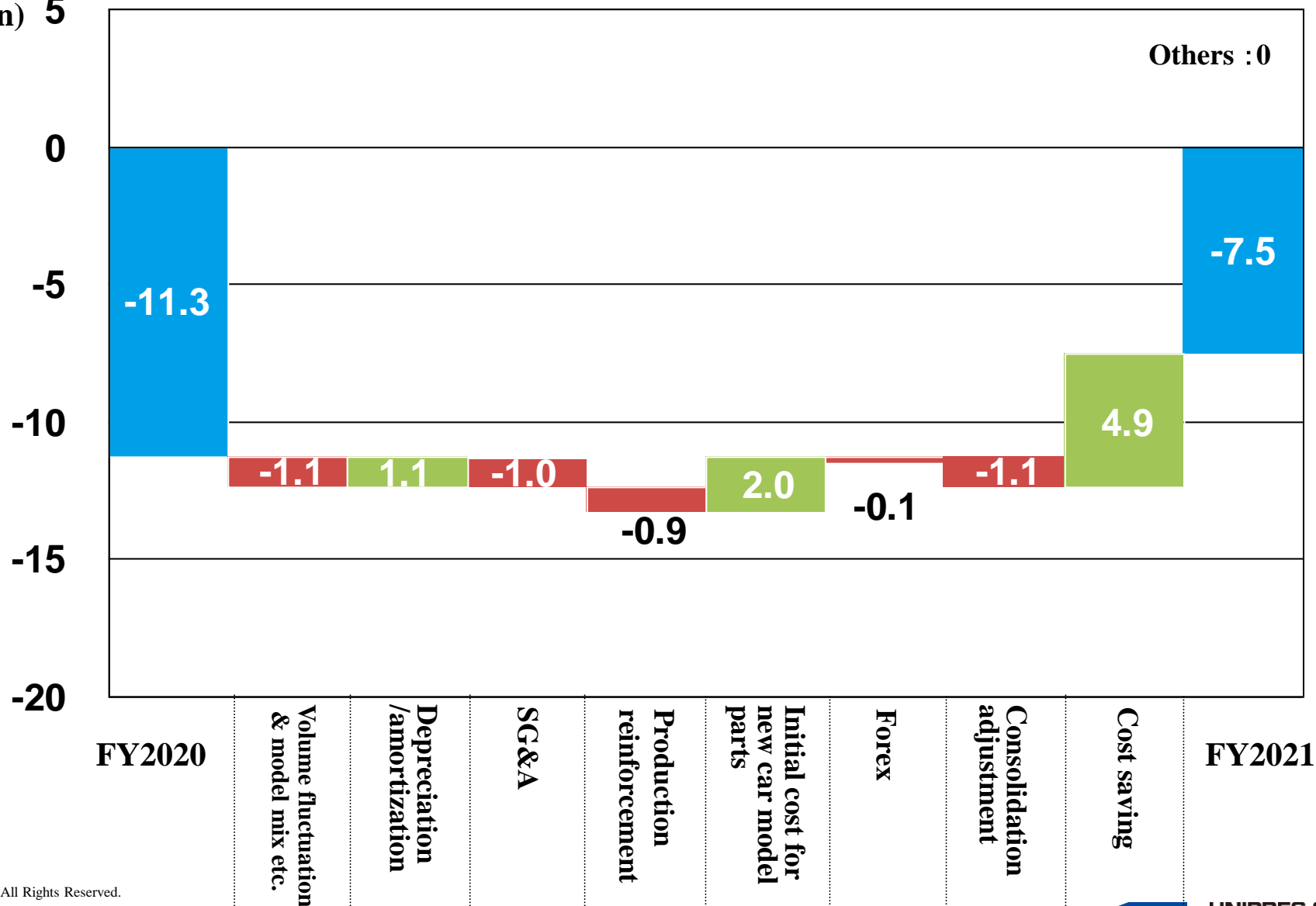
- The composition ratio rose by 0.8% due to increased sales of MITSUBISHI MOTORS CORPORATION.

(billion yen)

		FY2020		FY2021		Variance
		Sales	%	Sales	%	
<b>Other customers</b>	<b>Sub-total</b>	<b>43.3</b>	<b>18.5%</b>	<b>49.1</b>	<b>19.3%</b>	<b>+0.8%</b>
Incl.)	Honda of America Mfg., Inc.	5.6	2.4%	4.7	1.8%	-0.6%
Honda	Honda De Mexico, S.A. De C.V.	2.1	0.9%	2.4	0.9%	0.0%
	Honda Motor Co., Ltd.	2.4	1.0%	2.3	0.9%	-0.1%
	Honda of The U.K. Manufacturing Ltd.	2.4	1.0%	2.0	0.8%	-0.2%
	P.T. Honda Prospect Motor	0.5	0.2%	1.5	0.6%	+0.4%
	MITSUBISHI MOTORS CORPORATION (Incl. overseas operations)	1.4	0.6%	8.2	3.2%	+2.6%
	Groupe PSA	3.6	1.5%	4.4	1.7%	+0.2%
	AISIN CORPORATION (Incl. overseas operations)	3.4	1.5%	2.9	1.2%	-0.3%
	Renault	4.2	1.8%	2.6	1.0%	-0.8%
Mazda	Mazda Motor Manufacturing de Mexico, S.A. de C.V.	0.6	0.3%	0.6	0.2%	-0.1%
	Mazda Motor Corporation	1.8	0.8%	1.8	0.7%	-0.1%
	Dynax Corporation (Incl. overseas operations)	1.5	0.6%	1.8	0.7%	+0.1%
	SUBARU CORPORATION	1.0	0.4%	0.9	0.3%	-0.1%
	NSK-Warner K.K.	0.5	0.2%	0.4	0.2%	0.0%
	SUZUKI MOTOR CORPORATION (Incl. overseas operations)	0.3	0.1%	0.4	0.1%	0.0%
	Isuzu Motors Limited (Incl. overseas operations)	0.2	0.1%	0.2	0.1%	0.0%
	UD Trucks Corporation	0.2	0.1%	0.2	0.1%	0.0%
	Daihatsu Motor Co., Ltd.	0.3	0.1%	0.2	0.1%	0.0%
	Musashi Seimitsu Industry Co., Ltd.	0.3	0.1%	0.2	0.1%	0.0%
	Hino Motors, Ltd. (Incl. overseas operations)	0.1	0.1%	0.2	0.1%	0.0%

# Operating Profit Variance Analysis

(billion yen) 5

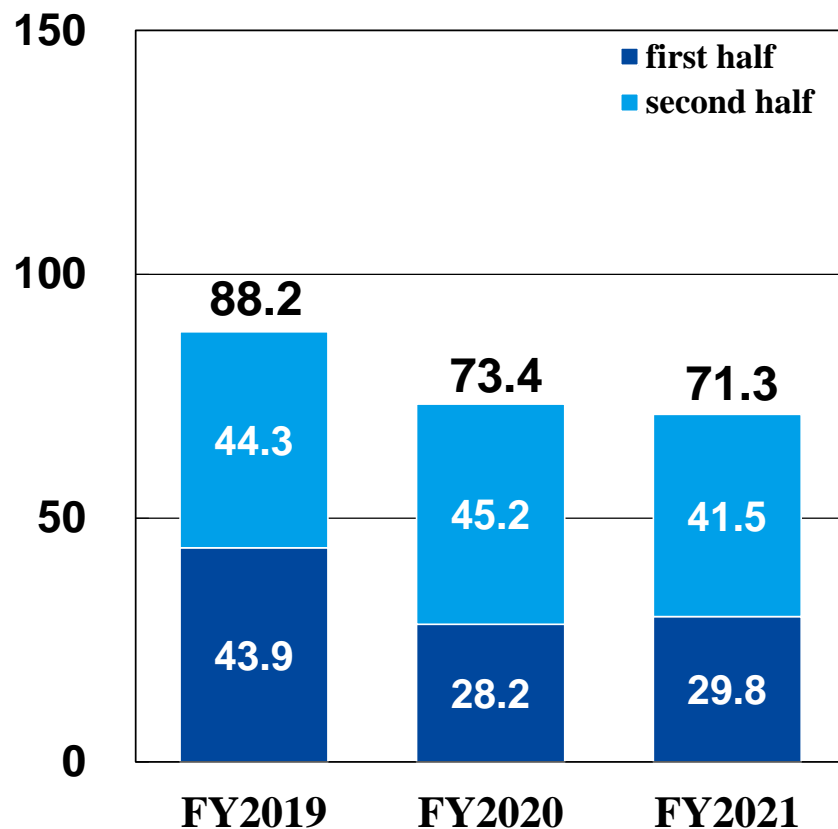


# Sales/Operating Profit by Region (Japan)

- Net sales dropped by 2.9% due to the customers' production declines caused by the prolonged COVID-19 pandemic and the shortage of semiconductor supplies.
- 3.7 billion yen improvement in operating profit was achieved through the efforts in saving costs like new model launching cost.

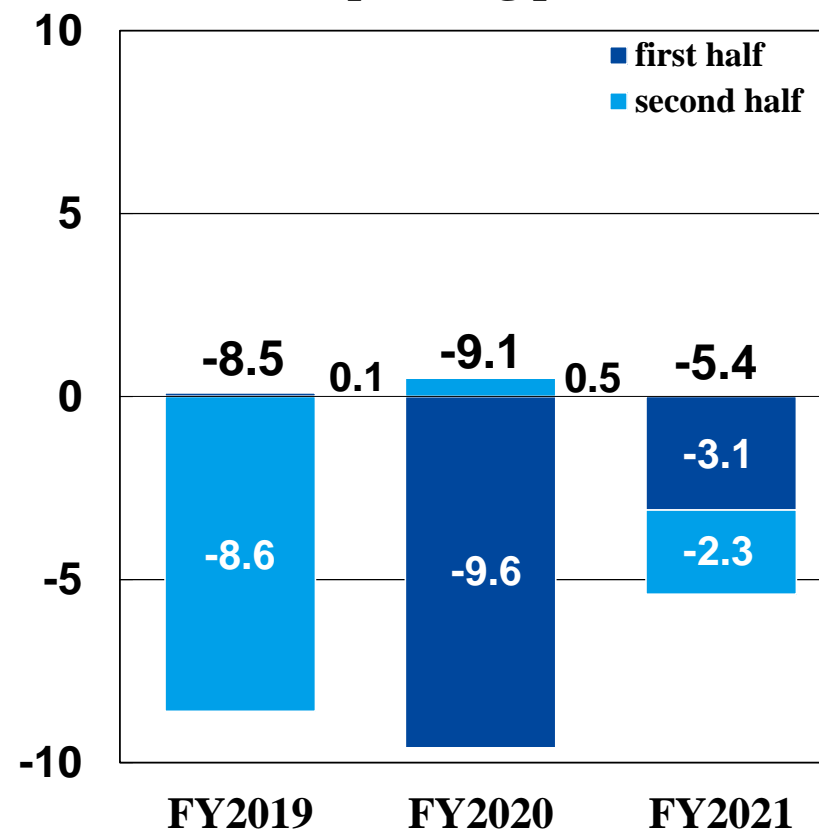
(billion yen)

Net sales



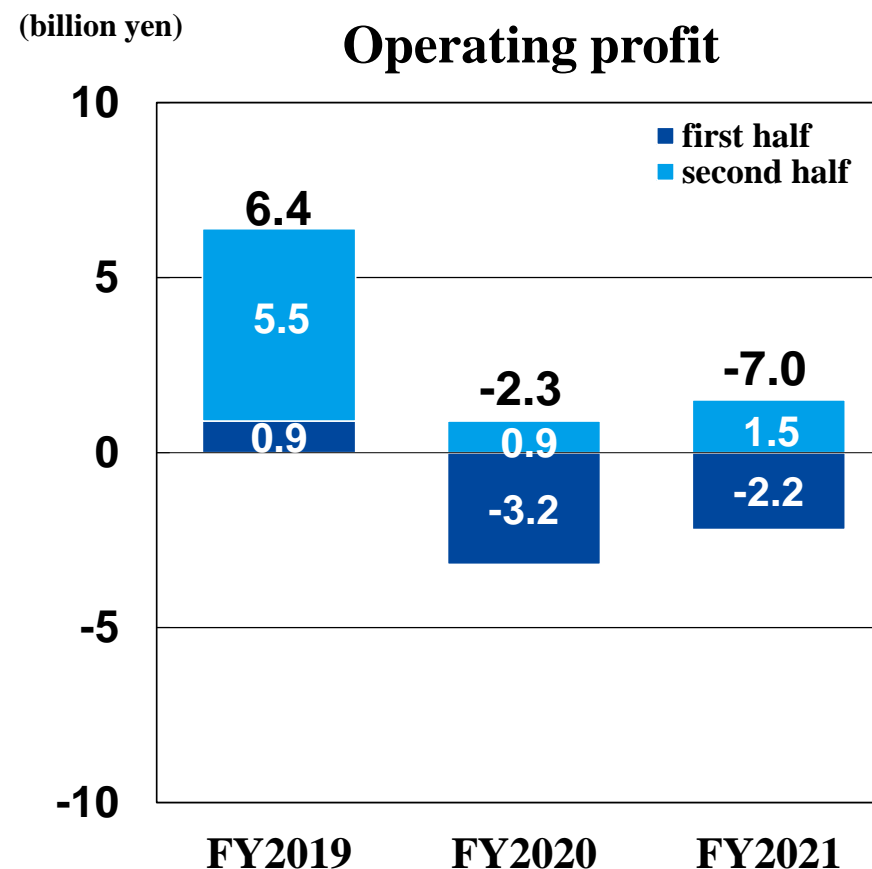
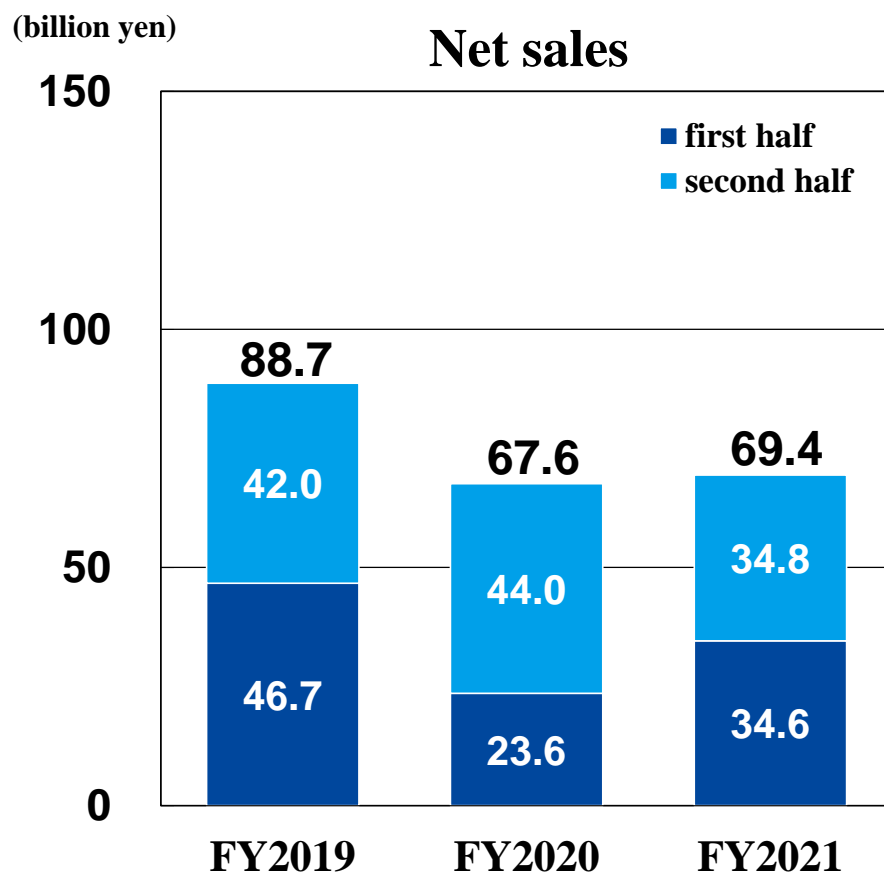
(billion yen)

Operating profit



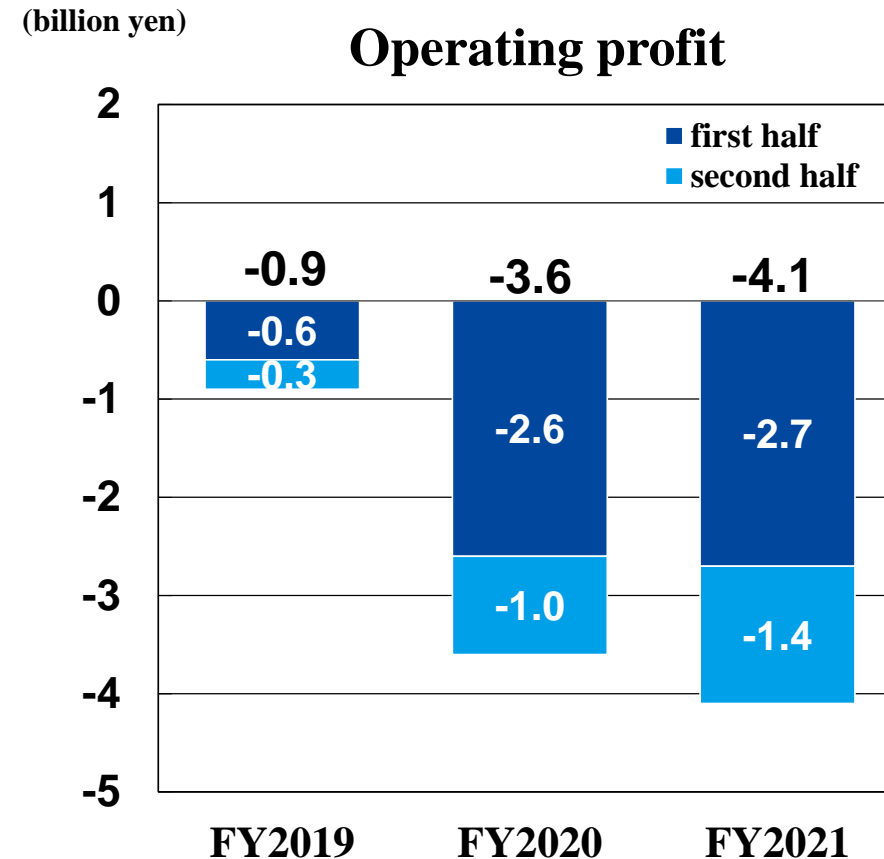
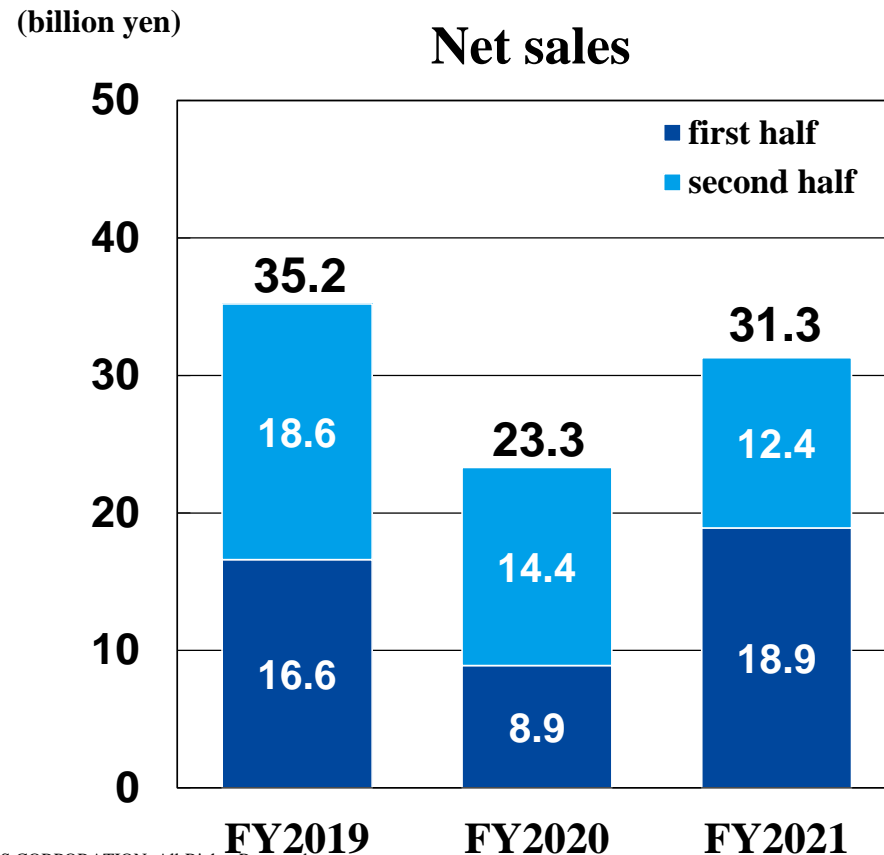
# Sales/Operating Profit by Region (The Americas)

- Net sales rose by 2.7% due to customers' production increase and Forex impact.
- 1.6 billion yen improvement in operating profit was achieved through the efforts of cost saving.



# Sales/Operating Profit by Region (Europe)

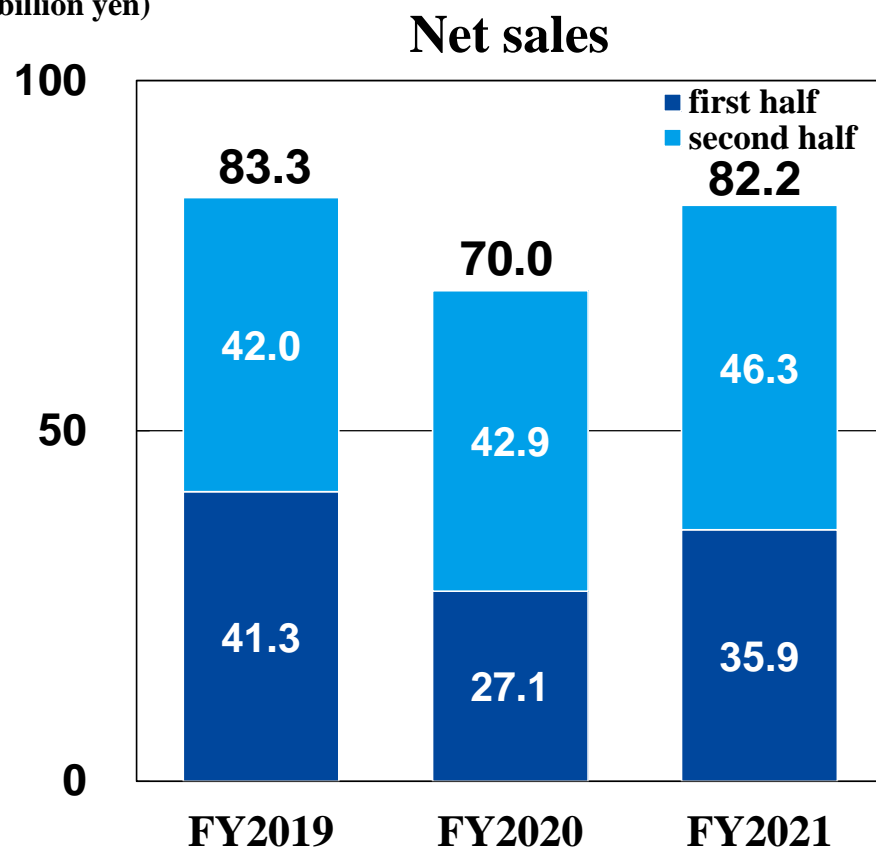
- Despite the customers' production cutbacks, net sales increased by 34.3% due to the sales of dies and equipment and the impact of weaker yen exchange rate.
- Operating loss was 4.1 billion yen.



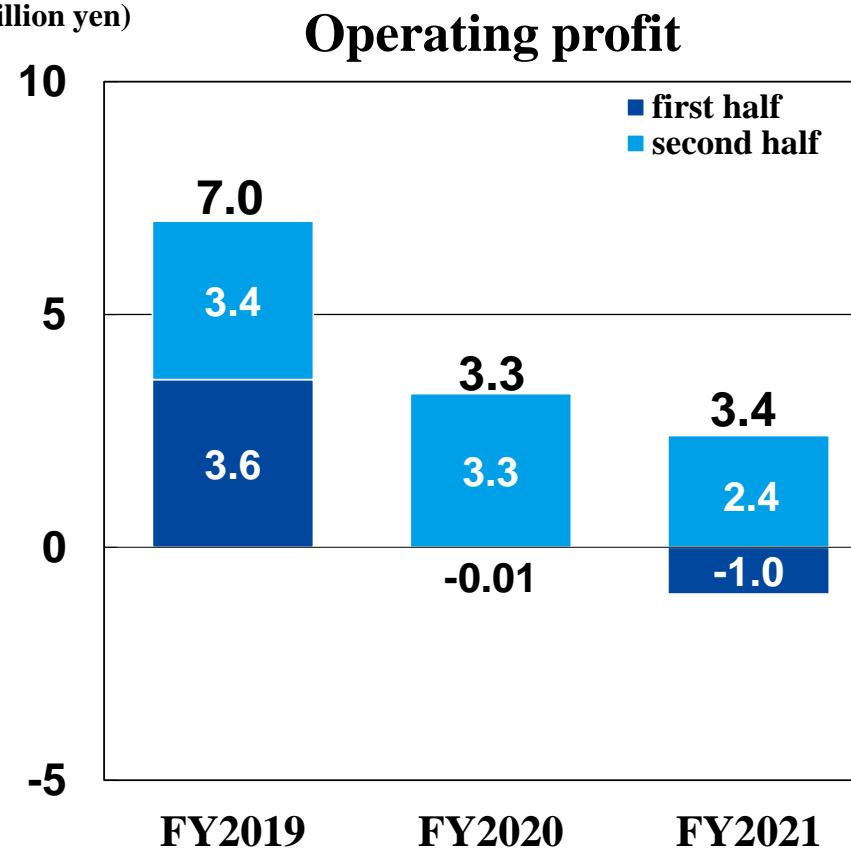
# Sales/Operating Profit by Region (Asia)

- Despite the customers' production cutbacks, net sales increased by 17.4% due to Forex impact.
- Although impacted by customers' production decrease and the costs of new plant in China, operating profit increased slightly by 0.1 billion yen because of rising sales and cost reduction efforts.

(billion yen)

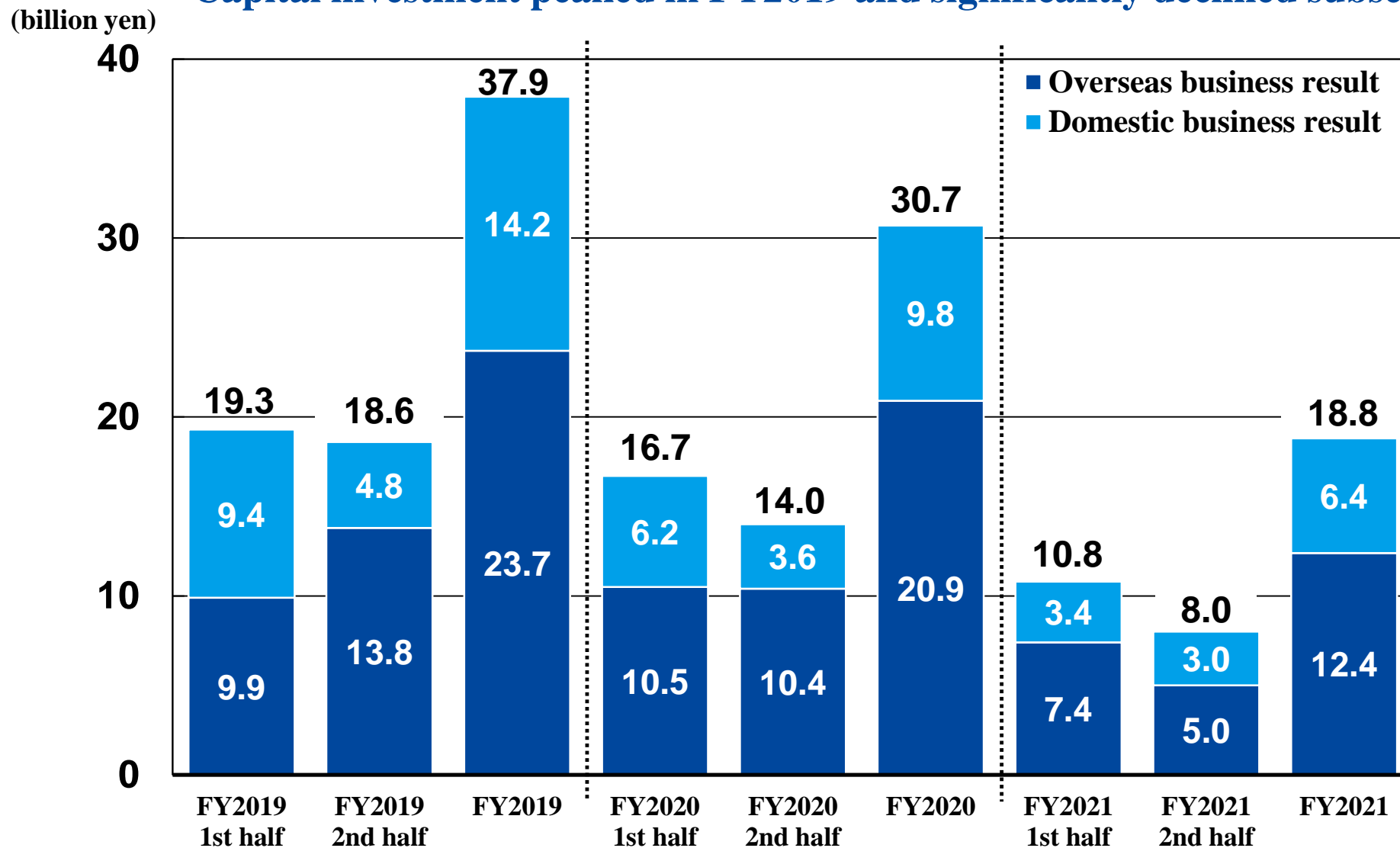


(billion yen)



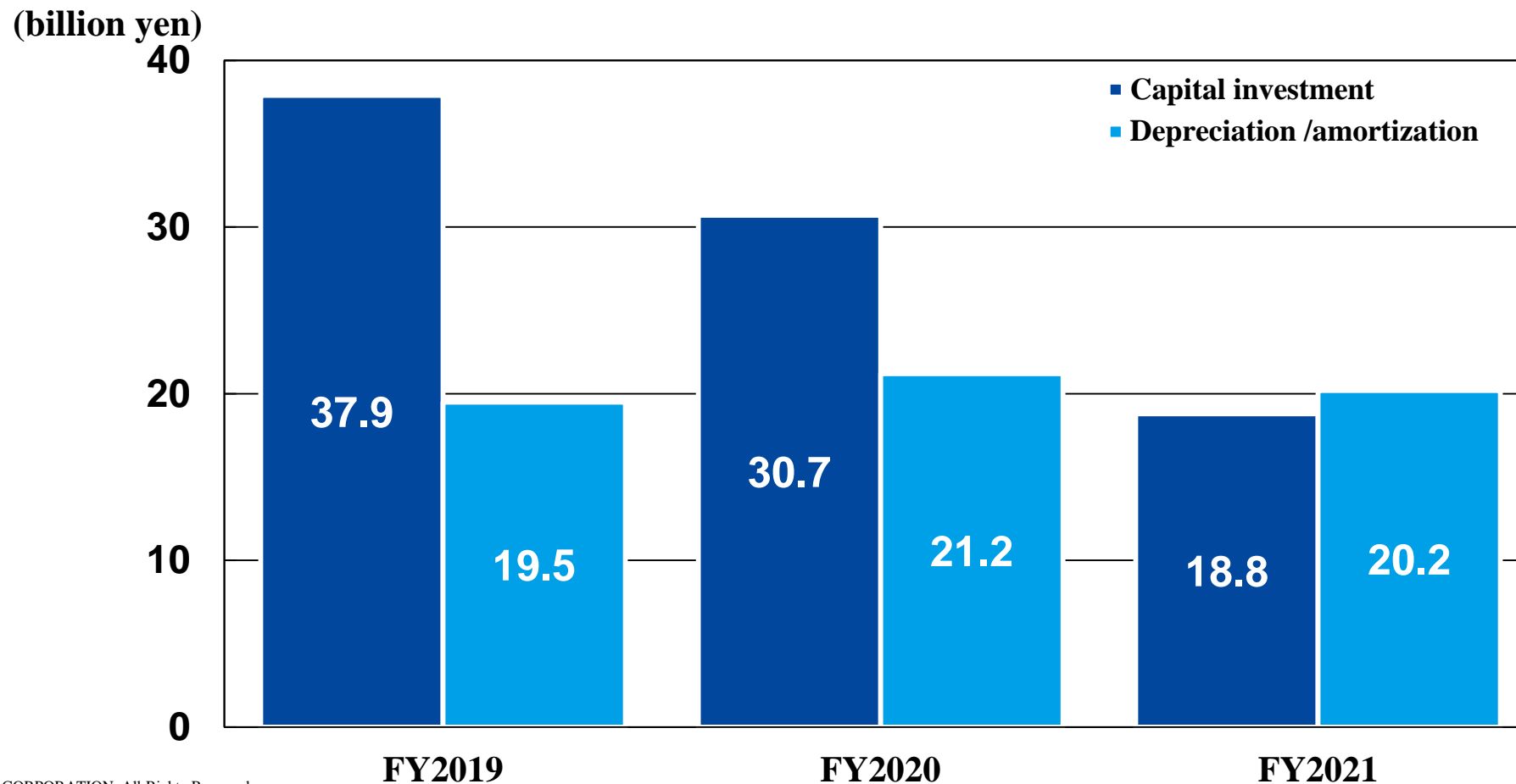
# Capital Investment

- Capital investment peaked in FY2019 and significantly declined subsequently.



# Capital Investment & Depreciation/Amortization

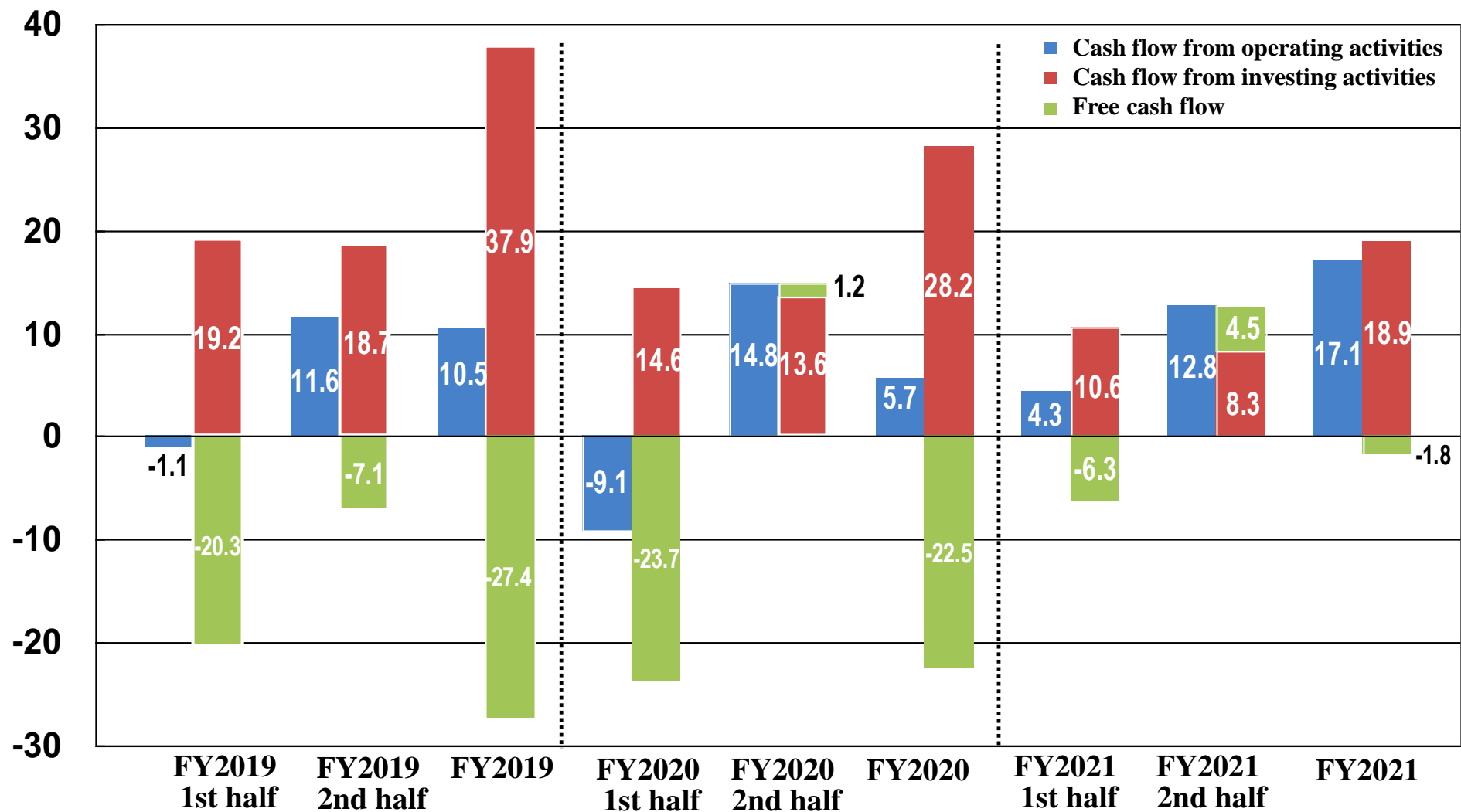
- Capital investment decreased by 11.9 billion yen from the previous year.  
(4.2 billion yen decrease compared to the plan)
- Depreciation/Amortization decreased by 1.0 billion yen from the previous year.  
(0.5 billion yen decrease compared to the plan)





(billion yen)

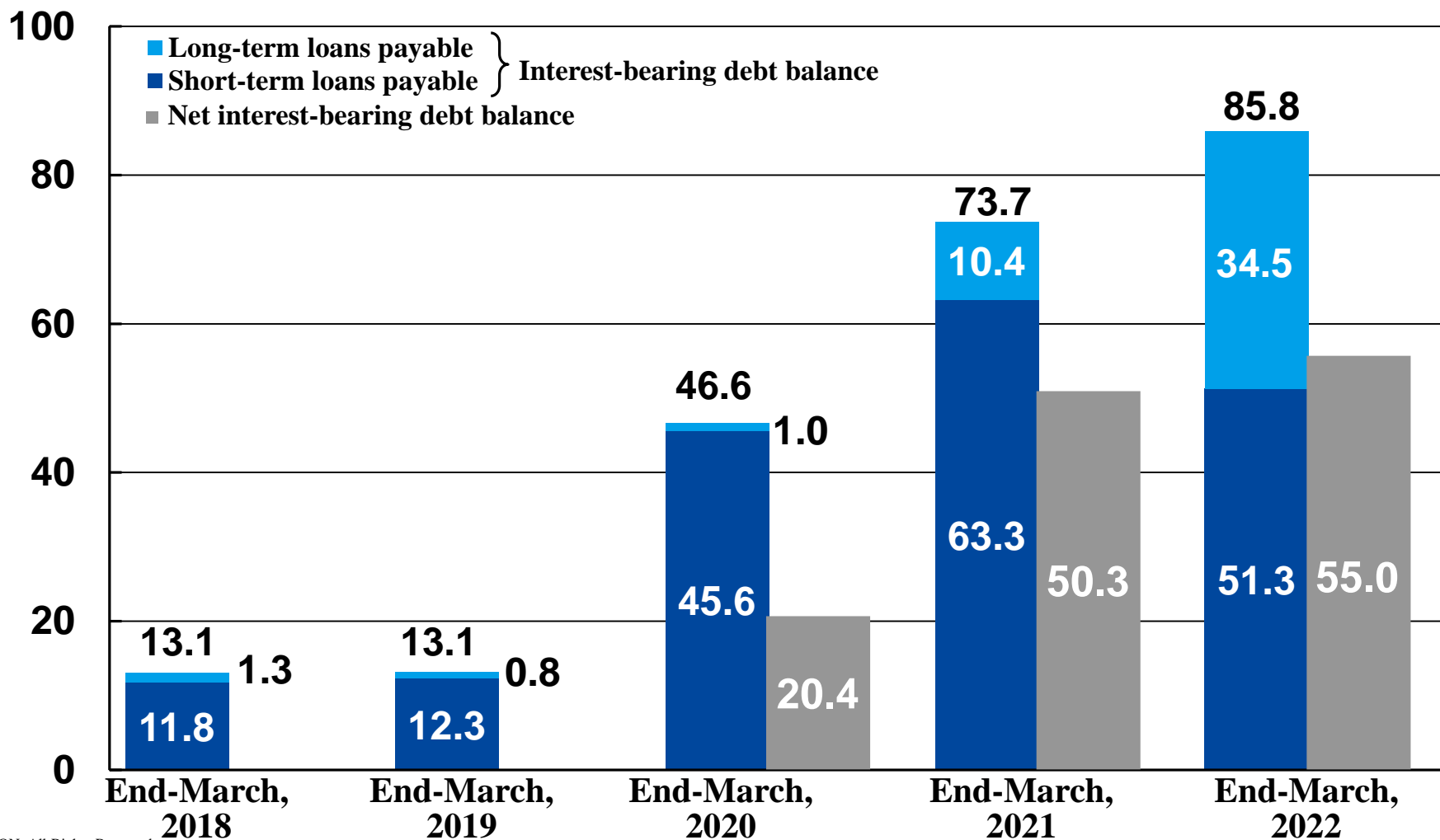
- Significant improvement was made in free cash flow.



# Interest-bearing Debt & Net Interest-bearing Debt Balance

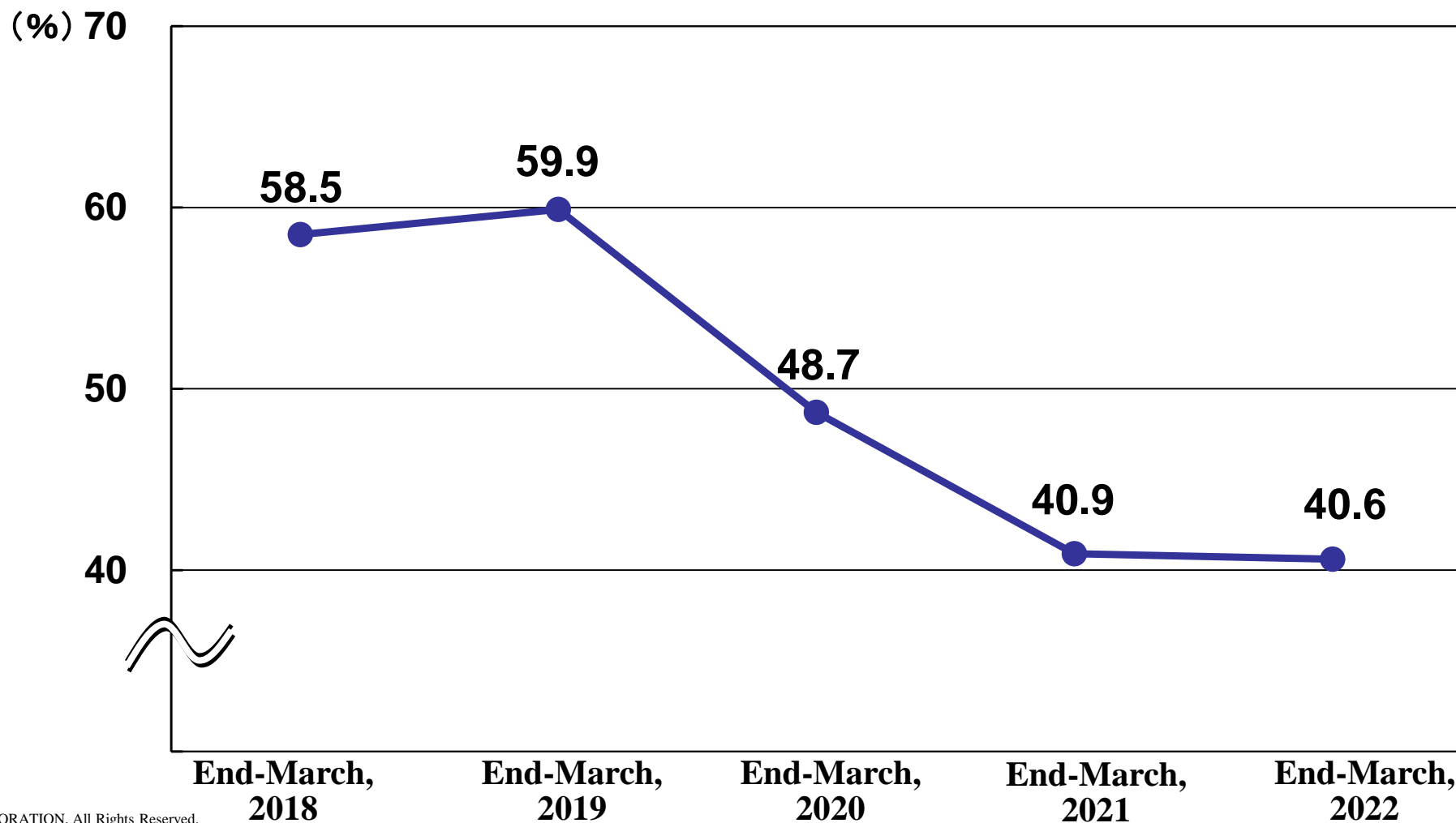
- Interest-bearing debts increased by 12.1 billion yen on a year-on-year basis.
- Net interest-bearing debts including cash and deposits became 55.0 billion yen.

(billion yen)



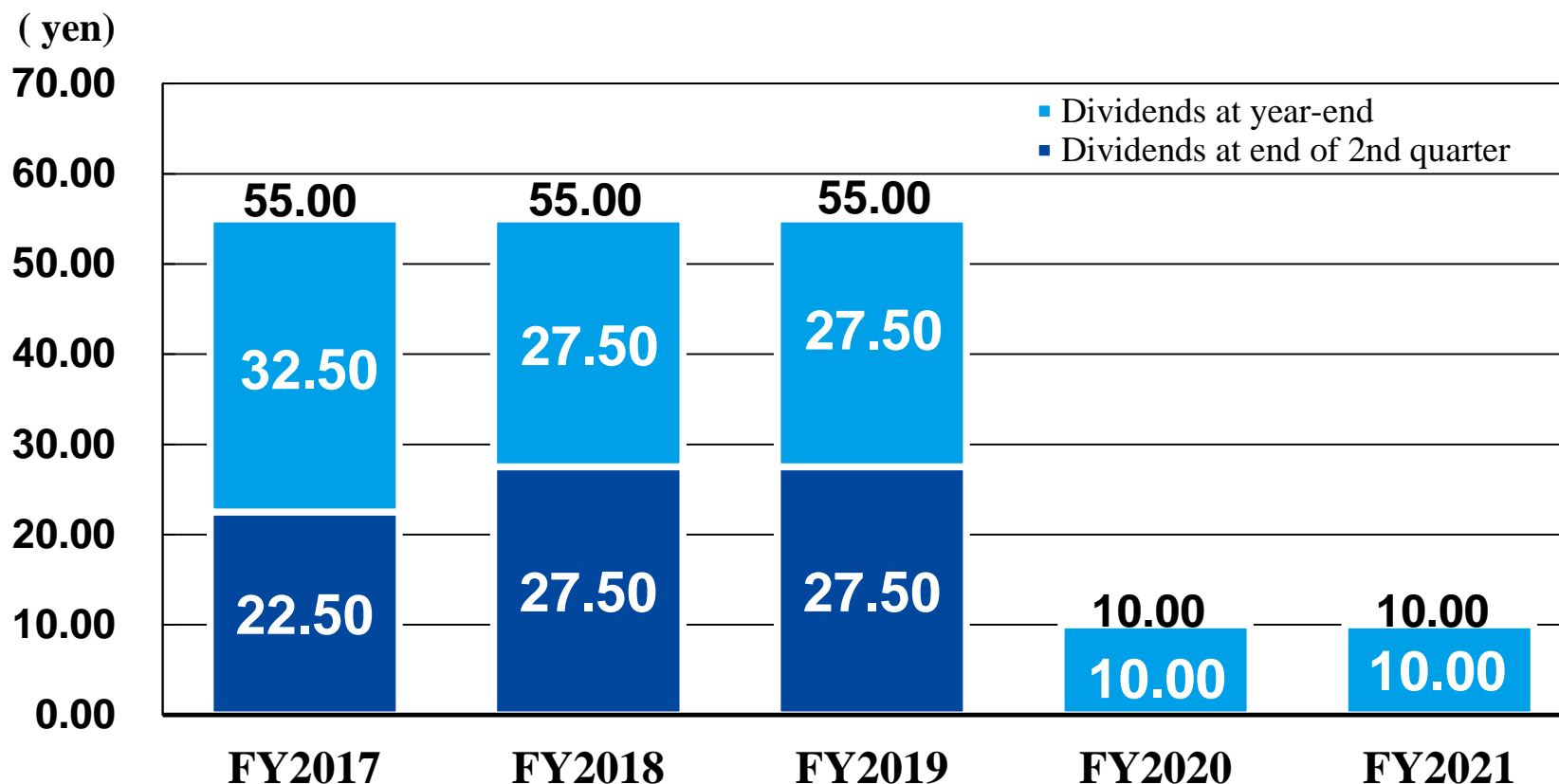
# Equity to Total Assets

- The ratio of equity to total assets was 40.6%, the same level as the previous year because of the losses including the ones attributable to owners of parents.



# Dividends

- No interim dividend paid as no improvement was made in the result of the 2<sup>nd</sup> quarter in FY2021.
- 10.00 yen year end dividend is planned based on the consideration that returning to shareholders by maintaining stable and appropriate level of dividend is our basic important policy.



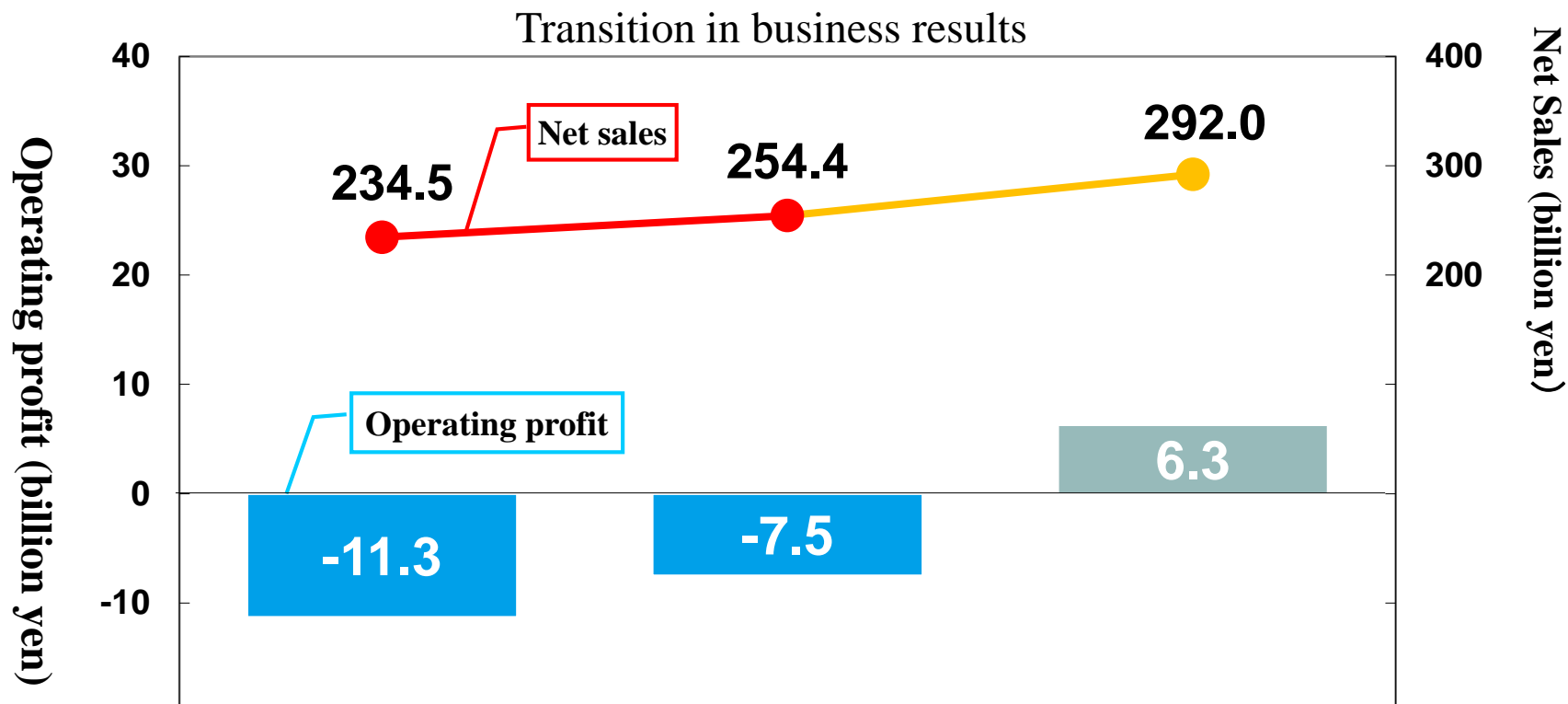


## Forecast of Fiscal Year 2022

# Forecast of Fiscal Year 2022

- 1. Although the situation remains uncertain due to unstable factors such as semiconductor supply shortages, rising resource prices, and the situation in Ukraine, net sales are forecast to increase as the orders from the customers are expected to recover.**
- 2. Operating profit is forecast to turn to positive as sales increase.**

# Consolidated Business Forecast for FY2022



	FY2020	FY2021 (A)	FY2022 (B)	(B) - (A)
Net sales	234.5	254.4	292.0	+37.6
Operating profit	-11.3	-7.5	6.3	+13.8
Ordinary profit	-9.1	-4.7	5.3	+10.0
Net income attributable to owners of parent	-17.6	-7.9	1.1	+9.0

# Consolidated Sales by Product Group

(billion yen)

	FY2021		FY2022		Variance	Variance %
	Sales	%	Sales	%		
Car body press products	217.7	85.6%	251.2	86.0%	+33.5	+0.4%
Transmission products	31.7	12.4%	35.8	12.3%	+4.1	-0.1%
Plastic products	3.1	1.2%	3.1	1.1%	0.0	-0.1%
Other	1.9	0.8%	1.9	0.6%	0.0	-0.2%
Total	254.4	100%	292.0	100%	+37.6	—

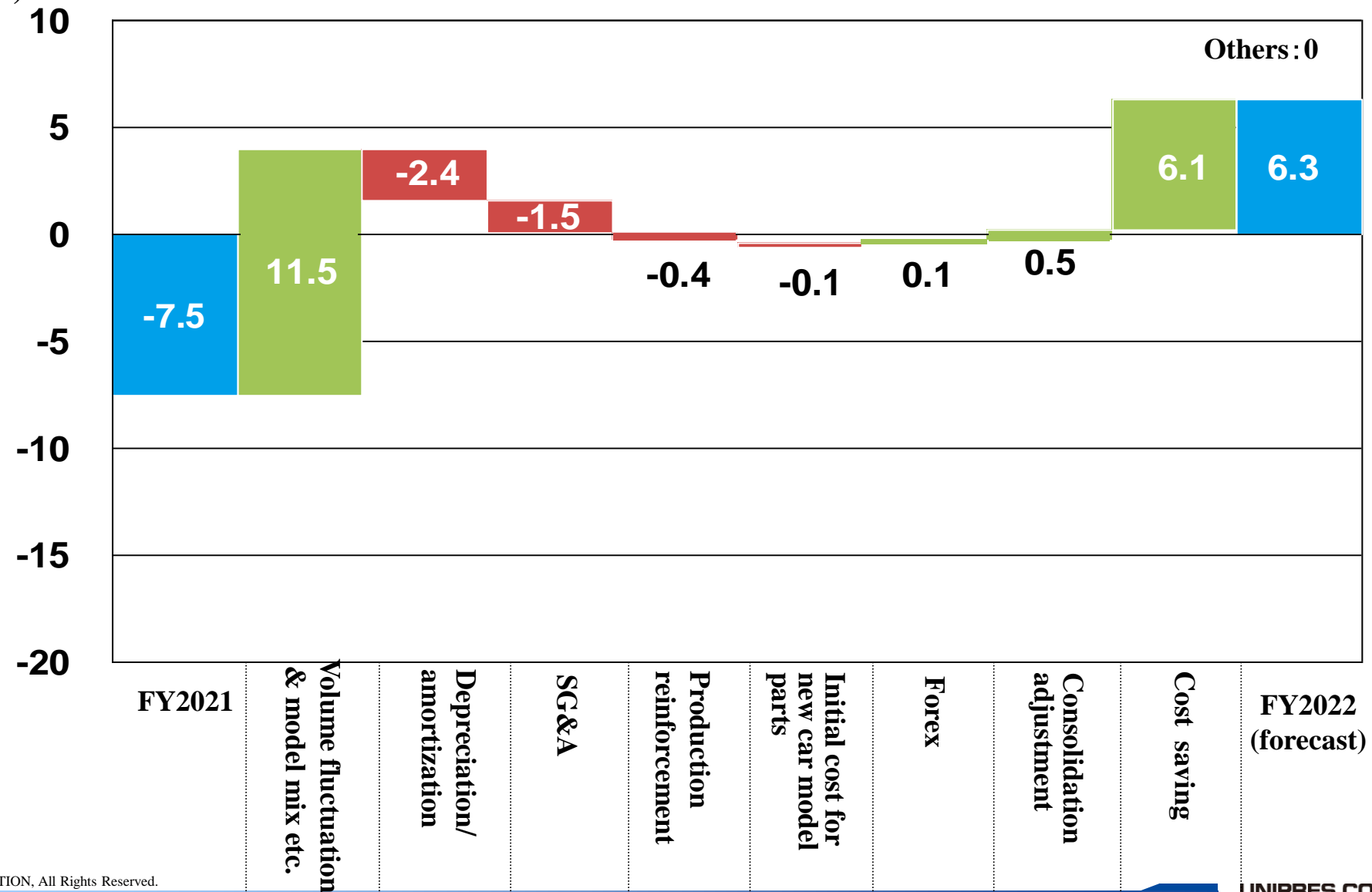




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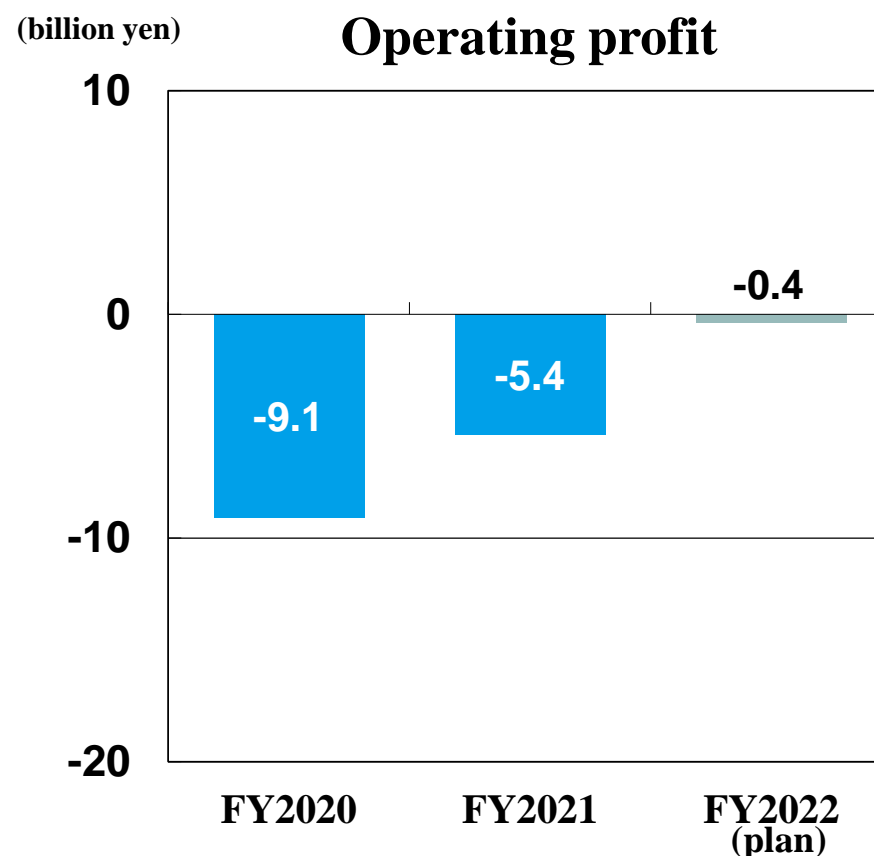
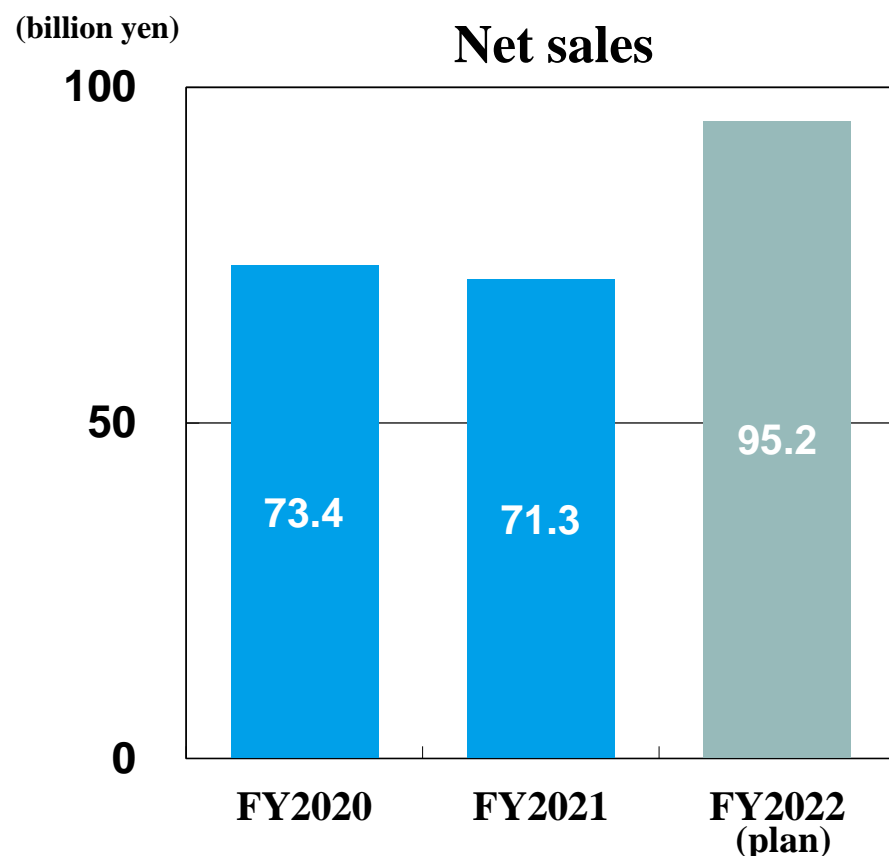
(billion yen)

# Forecast of Operating Profit Variance Analysis



# Sales/Operating Profit by Region (Japan)

- Net sales growth is projected as the customers' productions increase.
- Operating profit is projected to grow through sales increase and cost reduction efforts.

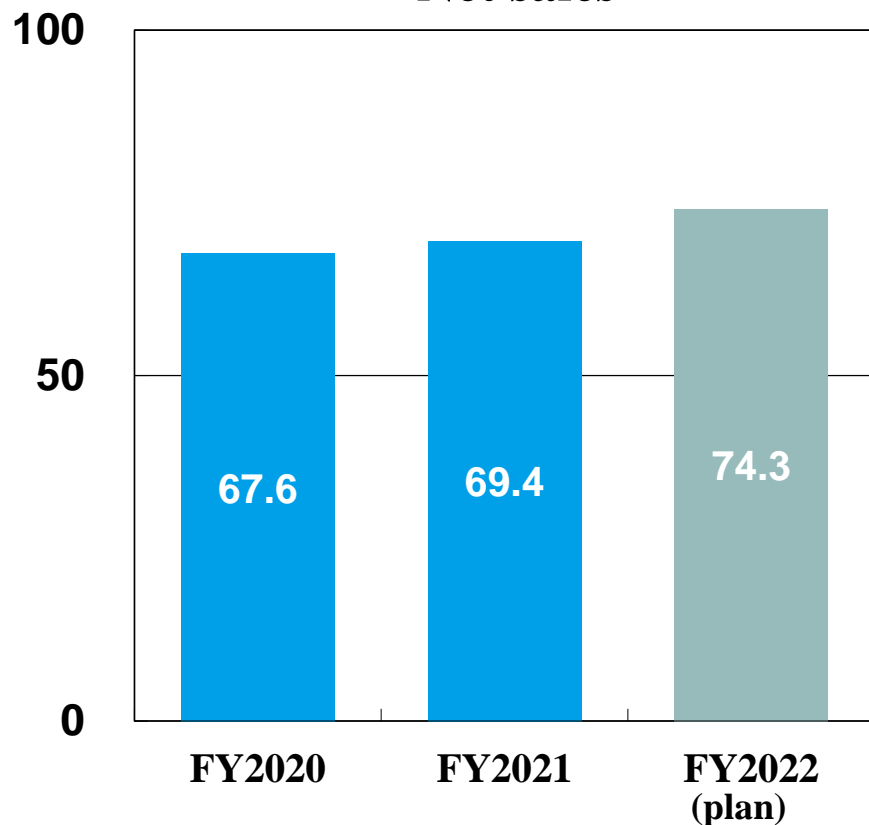


# Sales/Operating Profit by Region (the Americas)

- Net sales growth is projected as the customers' productions increase.
- Operating profit is projected to grow through sales increase and cost reduction efforts.

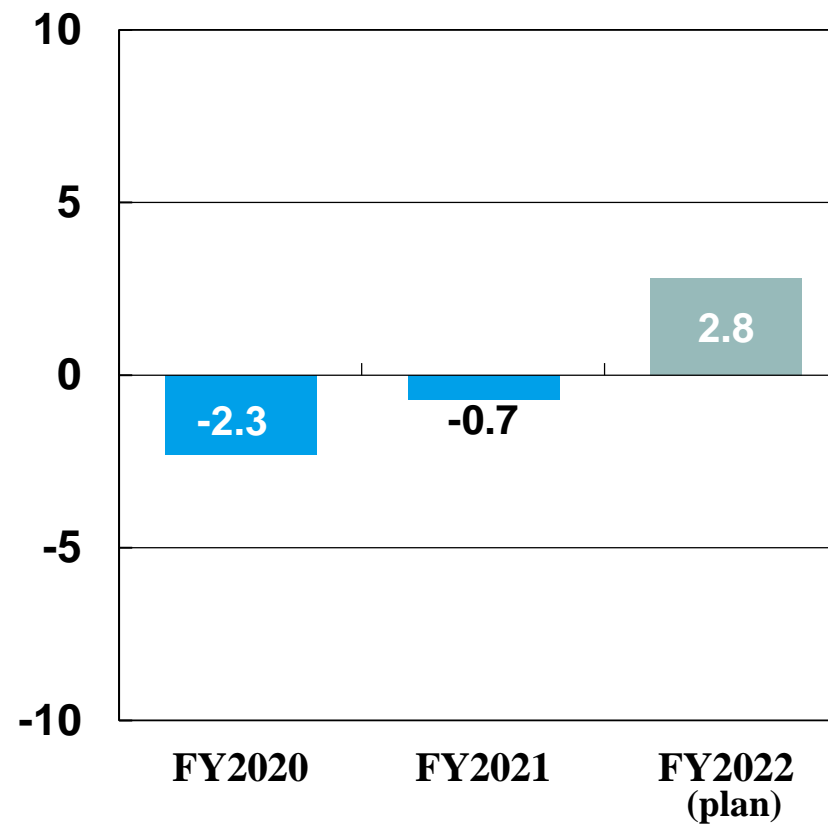
(billion yen)

## Net sales



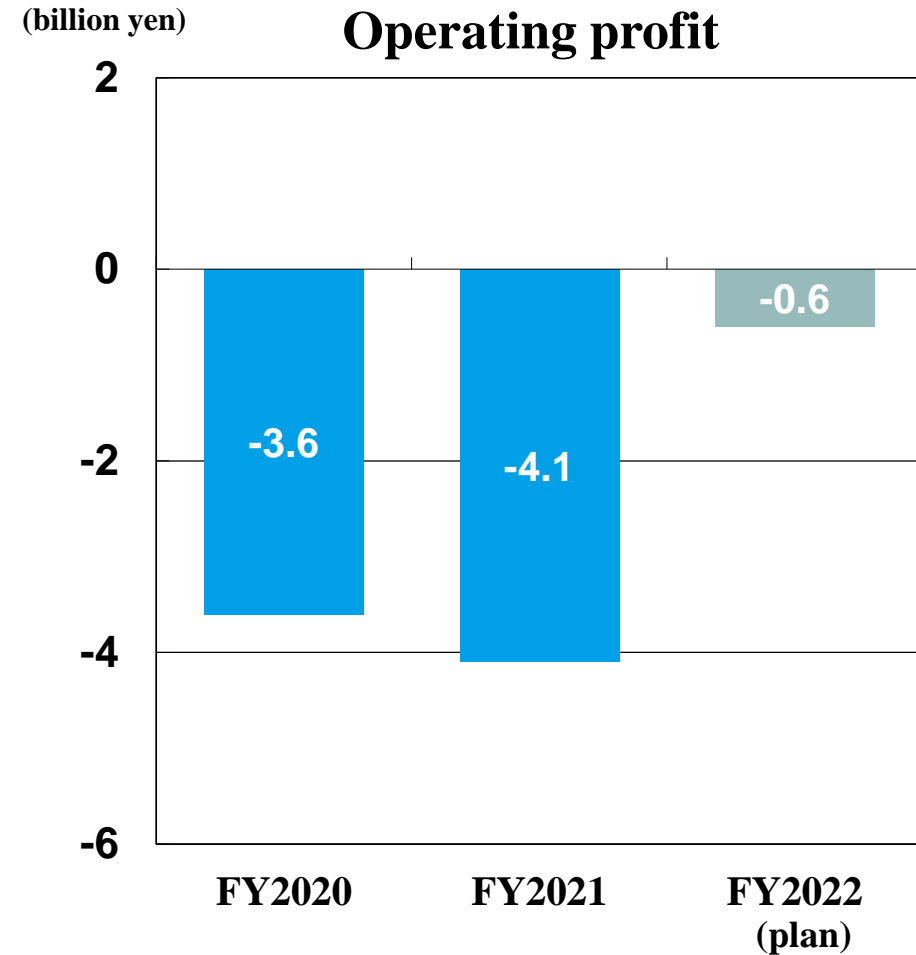
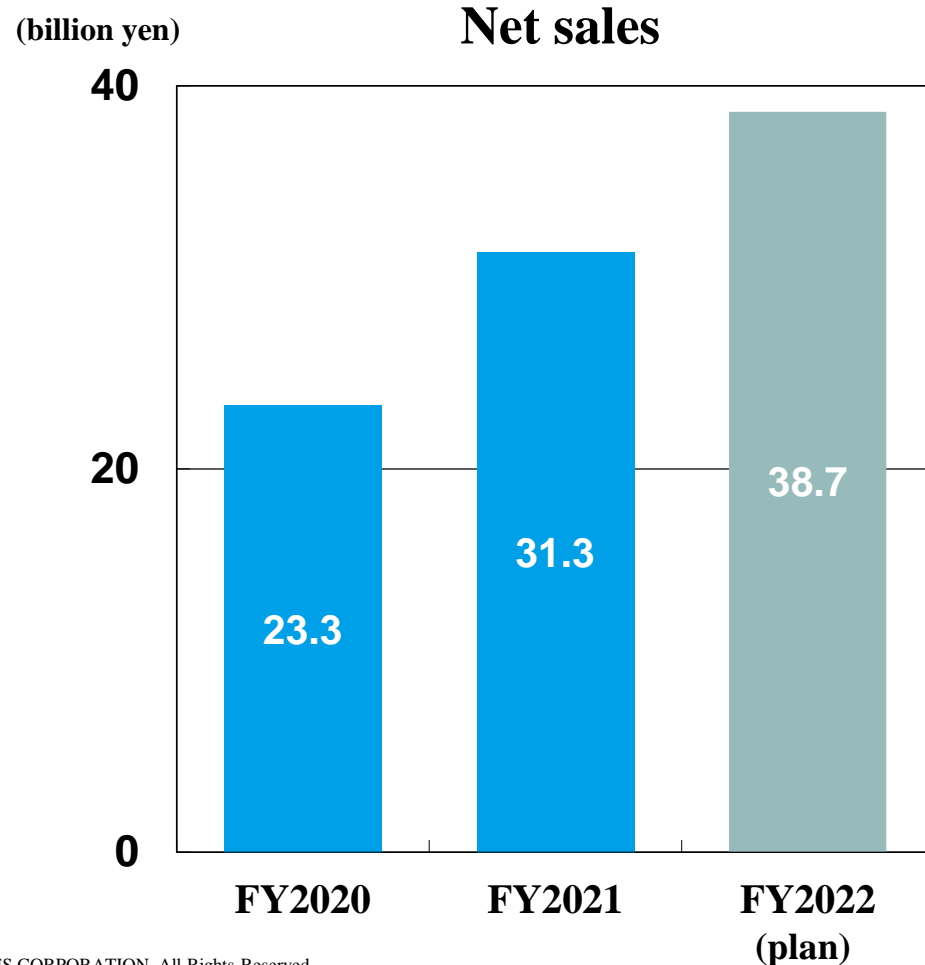
(billion yen)

## Operating profit



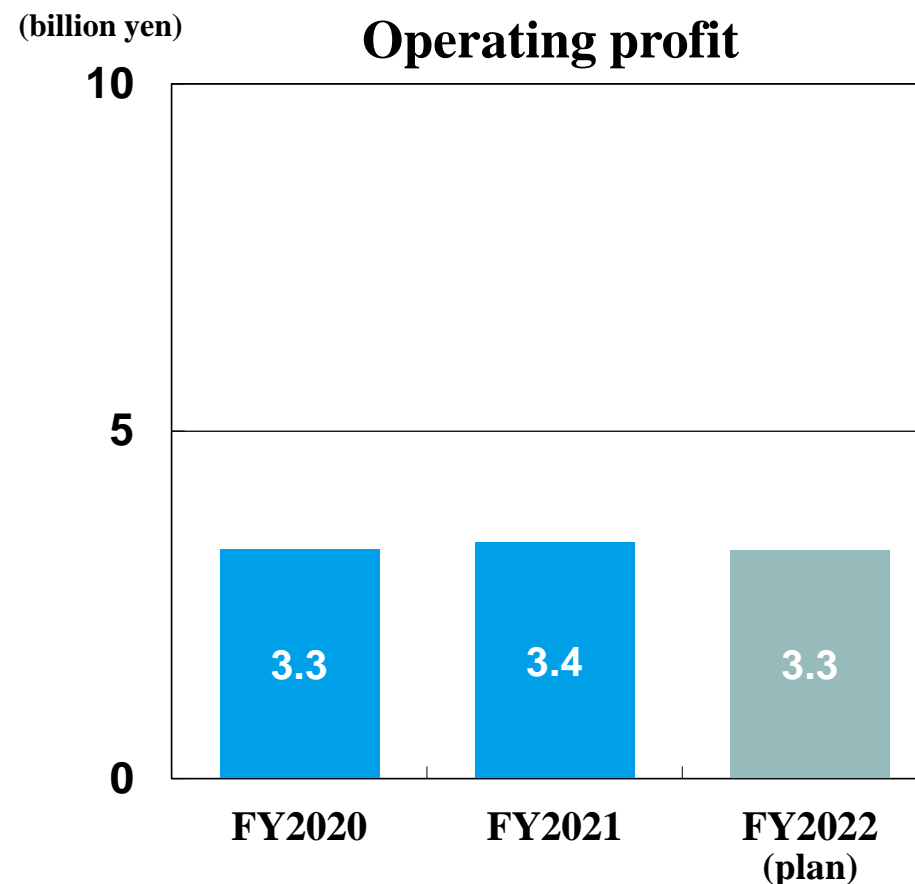
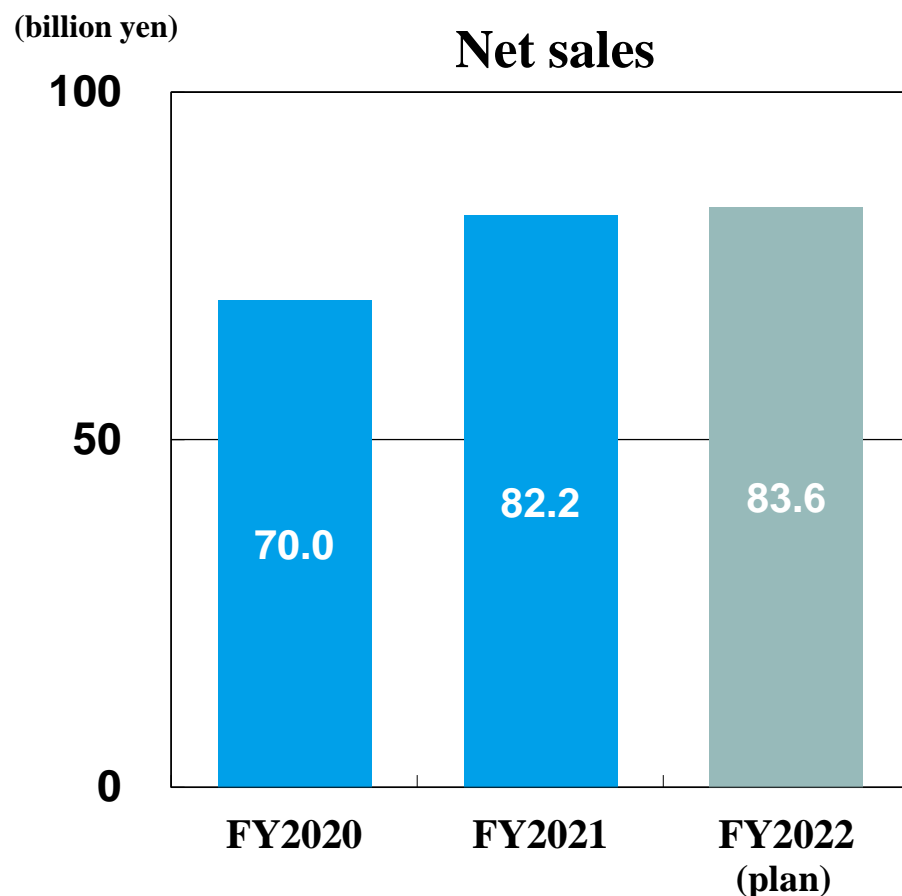
# Sales/Operating Profit by Region (Europe)

- Net sales growth is projected as the customers' productions increase.
- Operating profit is projected to grow through sales increase and cost reduction efforts.



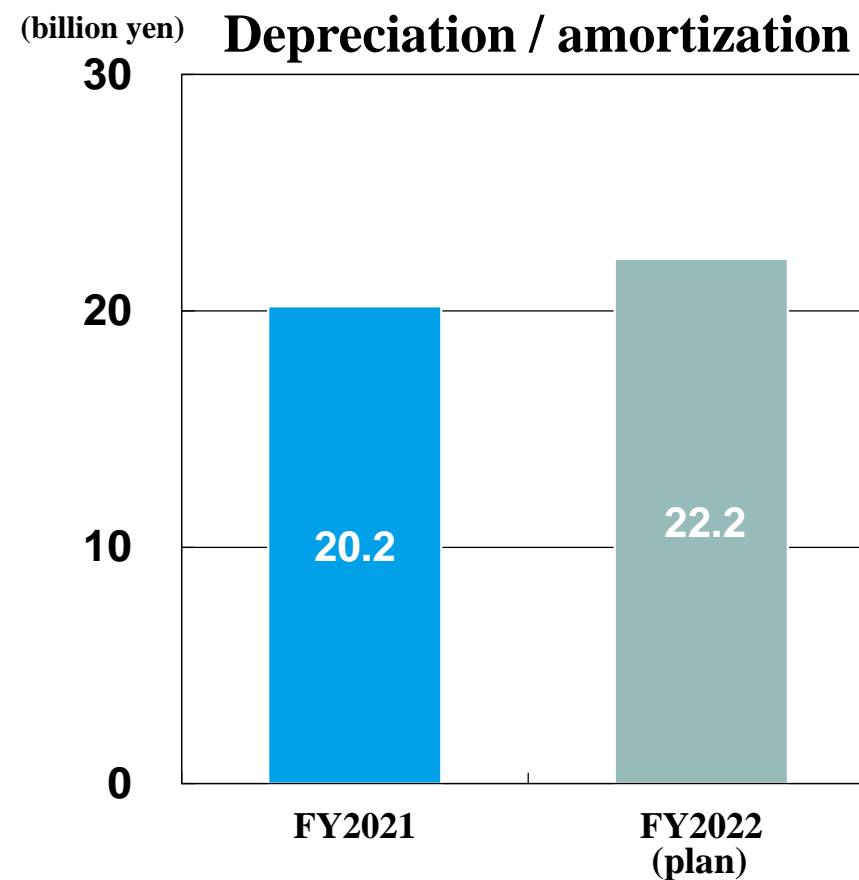
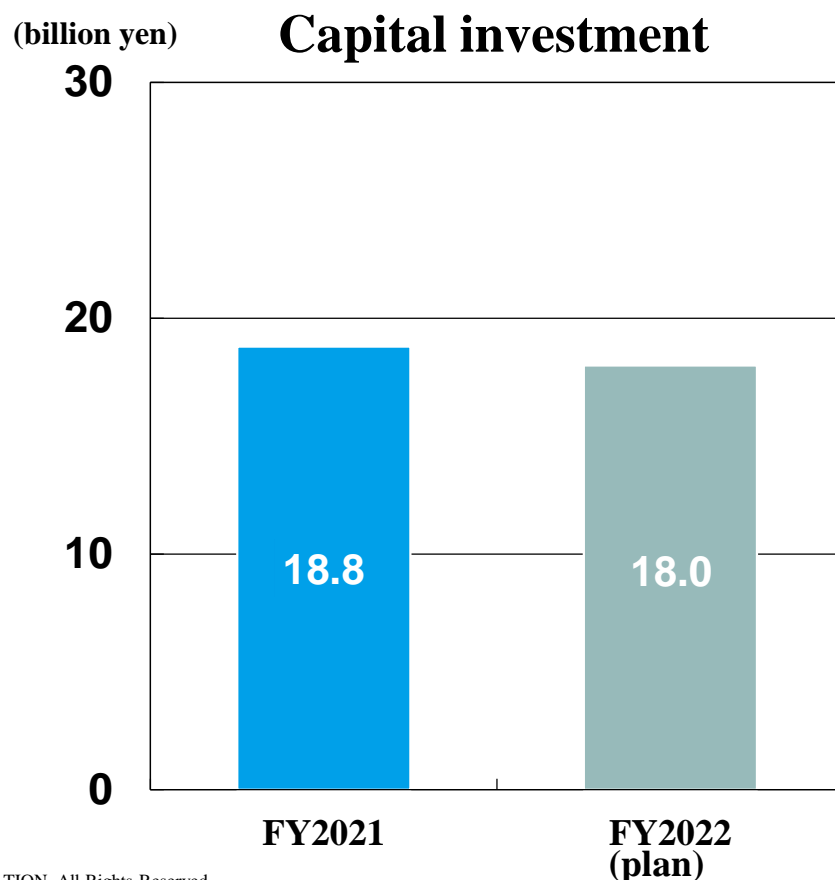
# Sales/Operating Profit by Region (Asia)

- Net sales projected to grow due to reasons including yen's depreciation mainly in China.
- Slight decrease is projected in operating profit due to the new plant costs in China.



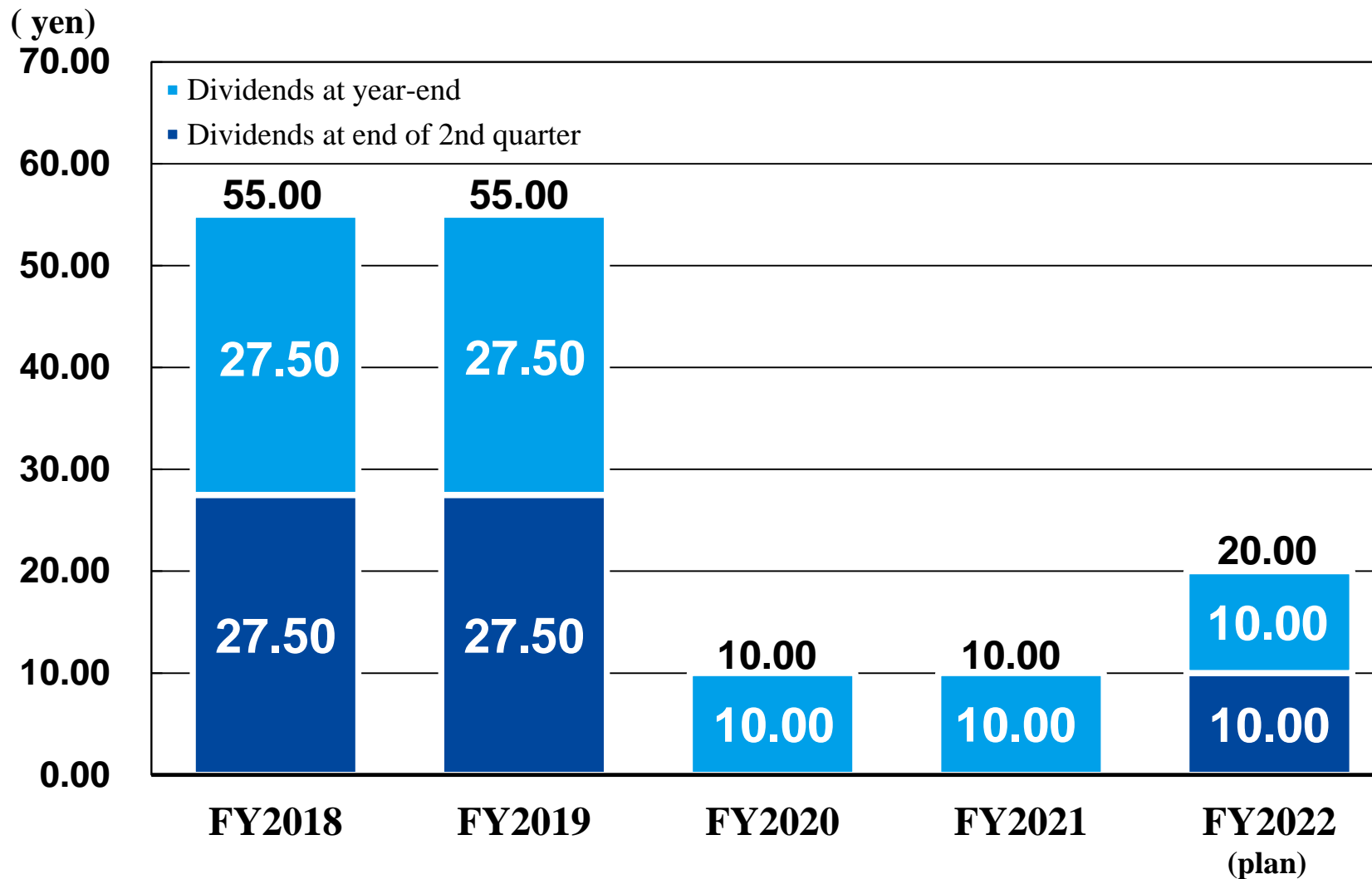
# Capital investment & Depreciation /Amortization plan

- 0.8 billion yen decrease from the previous year is planned in capital investment.
- Depreciation / amortization projected to increase by 2.0 billion yen as the mass productions of the new model to which investments were made in FY2020 and beyond will start.



# Dividends

- The annual dividend per share for FY2022 is projected to be 20.00 yen.



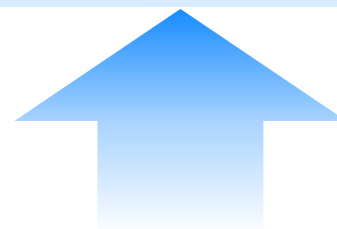


## Medium-term Business Policies



Achievement of Corporate Sustainability

Creation of “Economic values” and “Social values” at the same time



【Corporate Philosophy】

“Perfecting Machine Press Technologies:  
Going a Step Beyond”

【Medium-term  
Business Policies】

Aiming to become the global number one company by enhancing profitability and competitiveness through the promotion of UPS activities.

# Three Important Corporate Challenges

Changes  
in the circumstance  
surrounding  
automobile industry

Technological  
innovation

Fusion with  
different  
industries

EV shift

Major industrial innovations and  
response to carbon neutrality.

Carbon  
neutrality

LCA  
regulation

Reorganization  
of parts  
manufacturers

IoT

AI

Transformation  
of Monozukuri

Changes of production sites  
through new information /  
digital technologies

3D printers

Evolution of  
robots

Significant  
productivity  
improvement

Strengths

“Solution-type business culture” that fulfills customers’  
“want to do something” and “value-added proposal capabilities”  
that responds to “it was good to leave it to us”

Three important  
corporate  
challenges

## Accelerating response to electrification

- Accelerate strategic technological development
- Promotion of global sales expansion
- Improvement of quality

## Realizing the industry’s top level profitability.

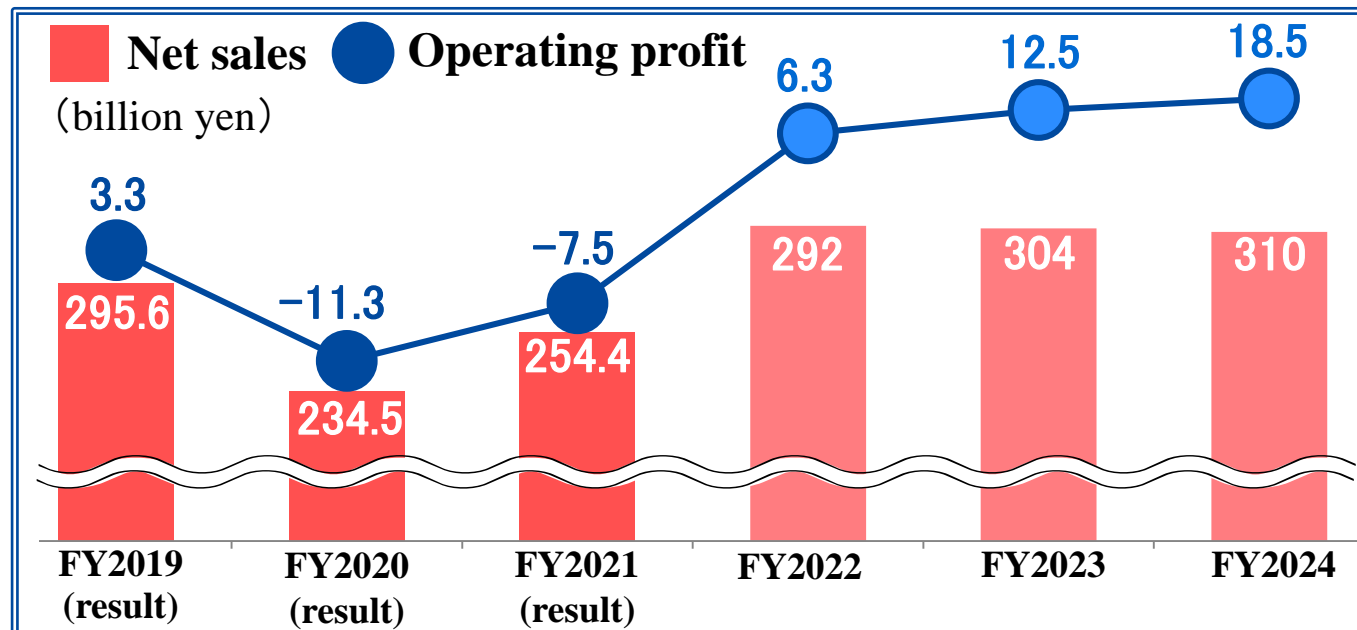
- Further strengthening profit making abilities on both consolidated and non-consolidated financial basis.
- Realize a smart plant.
- Strengthening the capabilities of product development and production technology development

## Promoting corporate sustainability

- Expand ESG initiatives
- Response to carbon neutrality
- Strengthen governance

## Finance indicator

	FY2024
Net sales	310 billion yen
Operating profit	18.5 billion yen
Operating income ratio	6.0%
ROE	approx. 9%



## Capital investment plan

- FY2022: 18 billion yen
- FY2023 and after: 12 billion yen ~ 17 billion yen

## Shareholder return policy

- Promote stable and continuous return of profits
- The company's shares to be flexibly bought back based on the situation.



**UNIPRES**

(yen)

	FY2020		FY2021		Preconditions of FY2022 forecast
	Average for the period	term end	Average for the period	term end	
US \$	105.95	110.72	113.06	122.41	115.00
STG £	136.92	139.87	151.91	155.24	150.00
EURO	121.97	126.99	130.36	130.52	130.00
MEX \$	4.96	5.20	5.42	5.59	5.50
RMB	15.42	15.89	17.13	18.07	18.00
INR	1.43	1.51	1.52	1.62	1.50
THB	3.40	3.44	3.44	3.43	3.50
IDR	0.0073	0.0073	0.0077	0.0081	0.0080

# Precautions for treatment of material

The future outlook of the Company mentioned in this presentation material was prepared based on information available to the Company that point in time.

This is absolutely an expectation about the future at this point in time, which contains risks and uncertain factors, and therefore, may vary widely from actual results.

The main factors out of these uncertain factors include, but are not limited to, the following:

- Economic conditions of the main markets (Japan, Americas, Europe and Asia etc.), consumer trends, rapid fluctuations in supply and demand for products in connection with business conditions and strategies of our customers in the automobile industry etc.
- Impact on production costs of our products in connection with sharp price increases in oil and steel materials
- Large fluctuations in exchange rates
- Changes in interest rates in the money and capital markets

**Note :** This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.