



UNIPRES CORPORATION

Financial Results of FY2023





Full-year Results for Fiscal Year 2023

Forecast of Fiscal Year 2024

FY2024-2026 Mid-term Management Policies

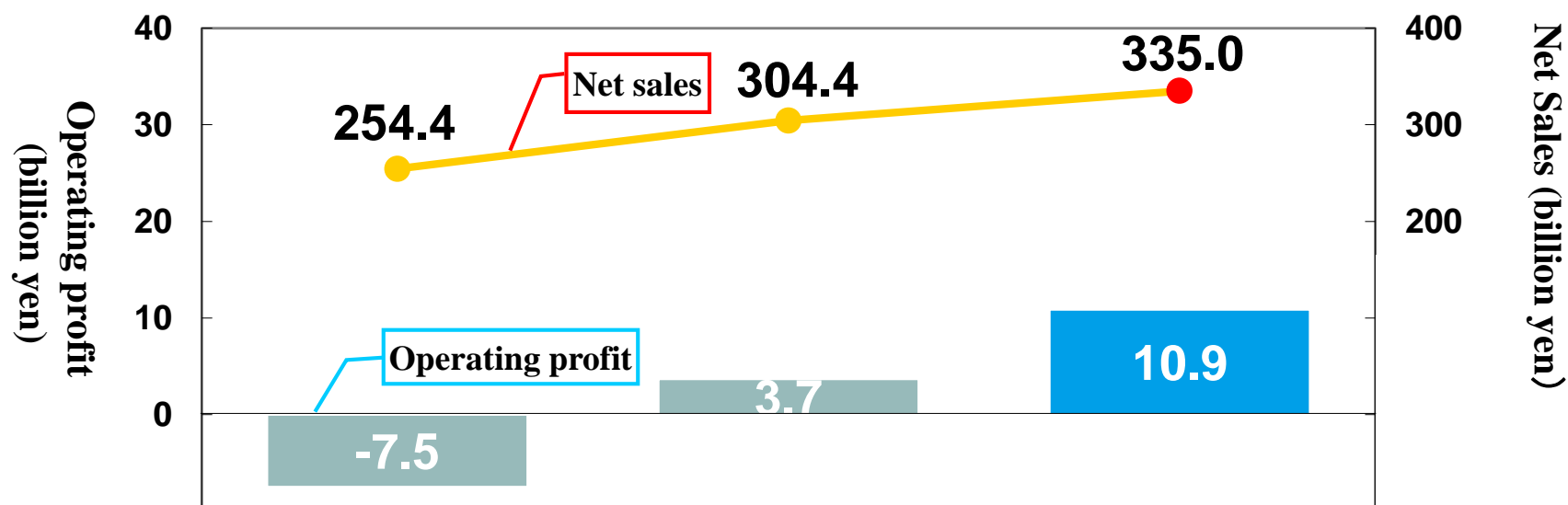


Full-year Results for Fiscal Year 2023

Sales increased to 335.0 billion yen due to an increase in customers' production volume and positive exchange rate. Operating profit increased to 10.9 billion yen mainly due to sales increase and the efforts of cost saving.

Consolidated Financial Results for FY2023

- Net sales increased by 30.6 billion yen (+10.1%) year-over-year.
- Operating profit increased by 7.2 billion yen year-over-year.



	FY2021	FY2022(A)	FY2023(B)	(B) - (A)
Net sales	254.4	304.4	335.0	+30.6
Operating profit	-7.5	3.7	10.9	+7.2
Ordinary profit	-4.7	5.0	12.5	+7.5
Net income attributable to owners of parent	-7.9	2.4	5.2	+2.8

Consolidated Sales by Product Group

(billion yen)

	FY2022		FY2023		Variance	Variance %
	Sales	%	Sales	%		
Car body press parts	265.0	87.0%	293.3	87.5%	+28.3	+0.5%
Transmission parts	32.2	10.6%	36.1	10.8%	+3.9	+0.2%
Plastic parts	3.9	1.3%	3.9	1.2%	0.0	-0.1%
Other	3.3	1.1%	1.7	0.5%	-1.6	-0.6%
Total	304.4	100%	335.0	100%	+30.6	—

Consolidated Sales by Customer (Nissan Motor-related Products)

- Although sales to Dongfeng Motor Company Limited decreased, an increase in sales to Nissan Mexicana and Nissan Motor resulted in a 2.8% increase in the composition ratio.

		FY2022		FY2023		Variance	(billion yen)
		Sales	%	Sales	%		
Nissan Motor-related products Sub-total		227.2	74.6%	259.3	77.4%	+2.8%	
Nissan Motor		47.9	15.7%	58.8	17.6%	+1.9%	
Nissan North America		42.2	13.9%	49.1	14.7%	+0.8%	
Nissan Mexicana		21.0	6.9%	40.3	12.0%	+5.1%	
Dongfeng Motor Company Limited		49.3	16.2%	37.6	11.2%	-5.0%	
Nissan Europe		26.5	8.7%	30.8	9.2%	+0.5%	
JATCO (Incl. overseas operations)		19.2	6.3%	20.3	6.1%	-0.2%	
NISSAN SHATAI		11.1	3.6%	11.5	3.4%	-0.2%	
Marelli Corporation. (Incl. overseas operations)		4.4	1.4%	5.2	1.6%	+0.2%	
Nissan Thailand		2.0	0.7%	3.2	1.0%	+0.3%	
Renault Nissan India / Nissan Motor India		3.0	1.0%	2.4	0.7%	-0.3%	
Zhengzhou Nissan		0.2	0.1%	0.1	0.03%	-0.07%	

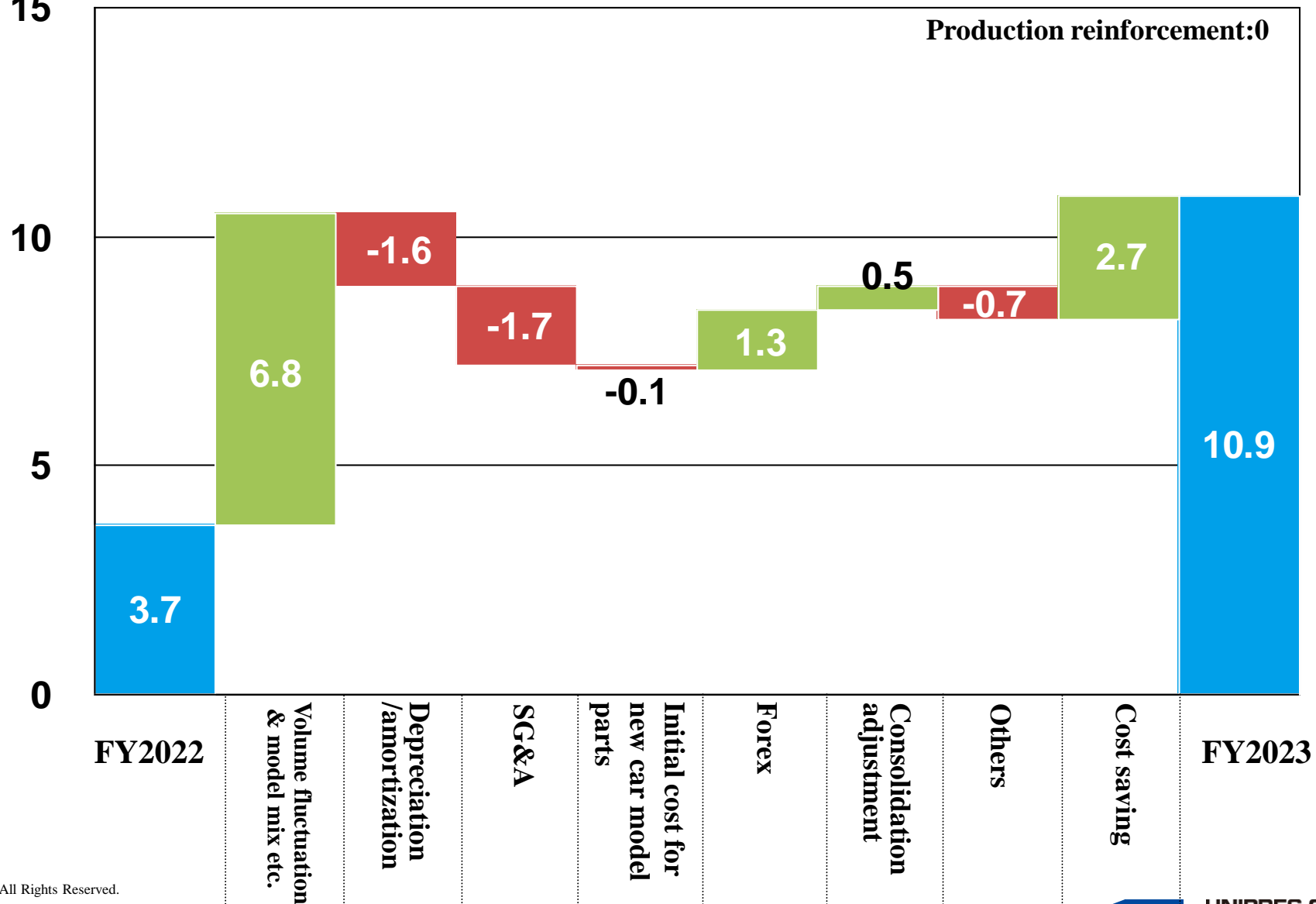
Consolidated Sales by Customer (Other Customers)

- The composition ratio decreased by 2.8% mainly due to a decrease in Honda De Mexico, S.A. De C.V. and Renault.

		FY2022		FY2023		Variance	(billion yen)
		Sales	%	Sales	%		
Other customers	Sub-total	77.2	25.4%	75.7	22.6%	-2.8%	
Incl.)	Honda of America Mfg., Inc.	10.7	3.5%	12.1	3.6%	+0.1%	
Honda	Honda De Mexico, S.A. De C.V.	4.9	1.6%	3.2	1.0%	-0.6%	
	Honda Motor Co., Ltd.	2.6	0.9%	2.7	0.8%	-0.1%	
	P.T. Honda Prospect Motor	1.7	0.6%	1.4	0.4%	-0.2%	
MITSUBISHI MOTORS CORPORATION (Incl. overseas operations)		12.1	4.0%	14.0	4.2%	+0.2%	
Renault	Renault	9.6	3.1%	5.7	1.7%	-1.4%	
	Renault Nissan India	2.5	0.8%	1.2	0.4%	-0.4%	
Stellantis N.V.		6.1	2.0%	6.7	2.0%	0.0%	
Mazda	Mazda Motor Corporation	2.6	0.8%	2.6	0.8%	0.0%	
	Mazda Motor Manufacturing de Mexico, S.A. de C.V.	0.9	0.3%	1.6	0.5%	+0.2%	
AISIN CORPORATION (Incl. overseas operations)		3.1	1.0%	4.3	1.3%	+0.3%	
JATCO (Excl. Nissan Motor) (Incl. overseas operations)		3.1	1.0%	3.1	0.9%	-0.1%	
Dynax Corporation (Incl. overseas operations)		1.8	0.6%	1.7	0.5%	-0.1%	
SUBARU CORPORATION		1.2	0.4%	1.3	0.4%	0.0%	
SUZUKI MOTOR CORPORATION (Incl. overseas operations)		0.6	0.2%	0.5	0.1%	-0.1%	
Musashi Seimitsu Industry Co., Ltd.		0.2	0.1%	0.5	0.1%	0.0%	
TOYODA IRON WORKS CO., LTD. (Incl. overseas operations)		0.2	0.1%	0.4	0.1%	0.0%	
NSK-Warner K.K.		0.4	0.1%	0.4	0.1%	0.0%	
Hino Motors, Ltd. (Incl. overseas operations)		0.3	0.1%	0.4	0.1%	0.0%	
UD Trucks Corporation		0.2	0.1%	0.2	0.1%	0.0%	
Isuzu Motors Limited (Incl. overseas operations)		0.2	0.1%	0.2	0.1%	0.0%	

Operating Profit Variance Analysis

(billion yen) 15

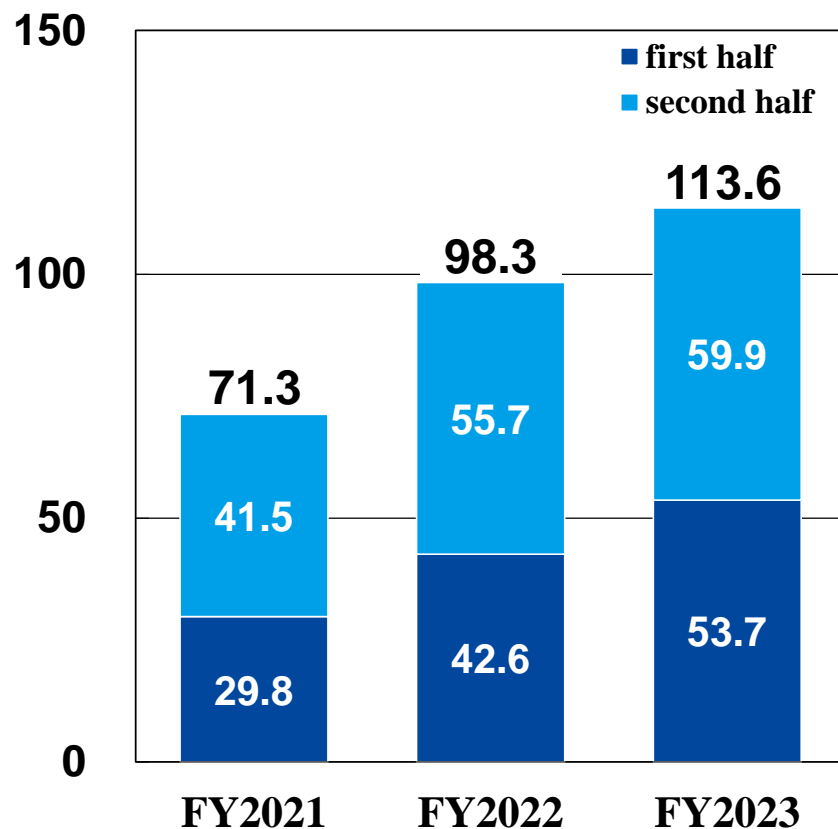


Sales/Operating Profit by Region (Japan)

- Net sales increased by 15.6% mainly due to the impact of customers' production increase.
- Operating profit increased by 4.0 billion yen because of sales increase and the efforts of cost saving.

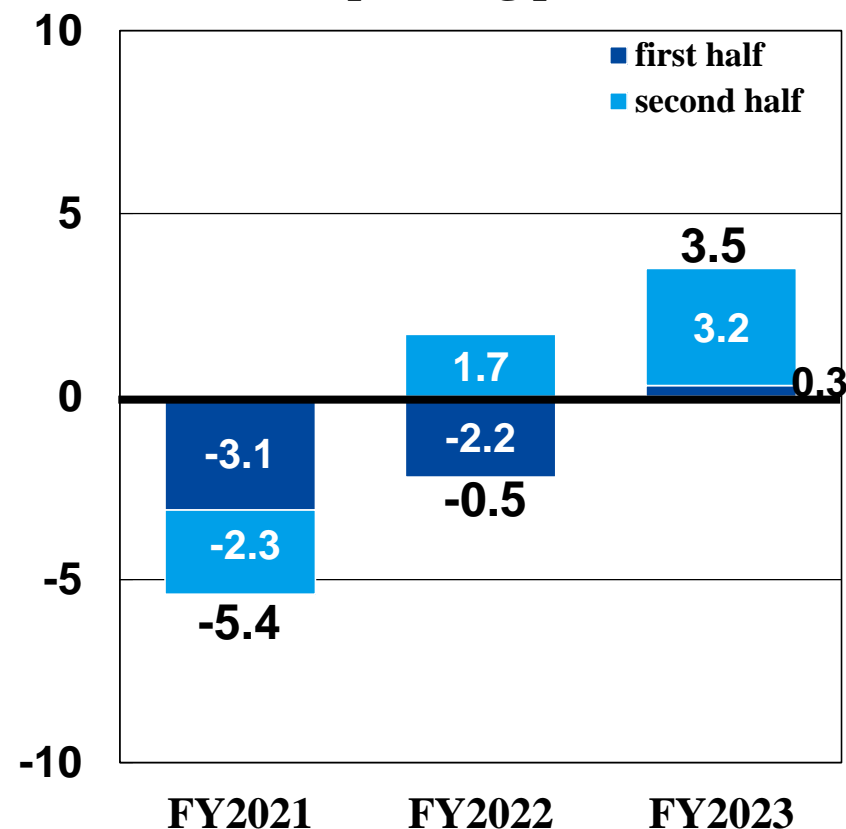
(billion yen)

Net sales



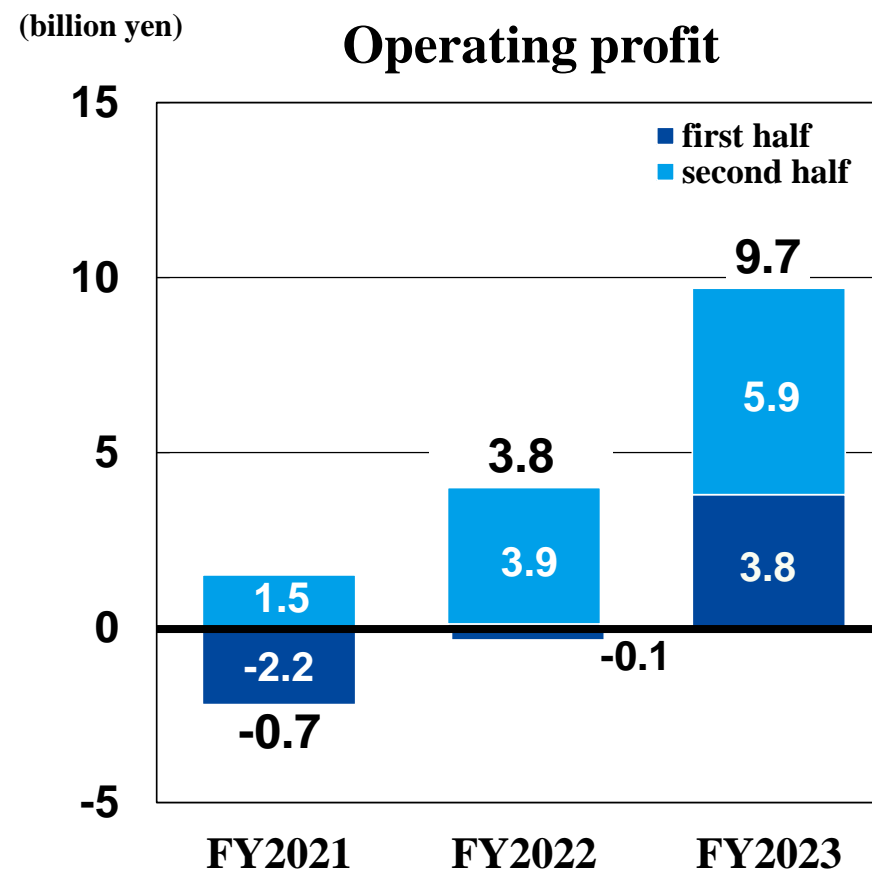
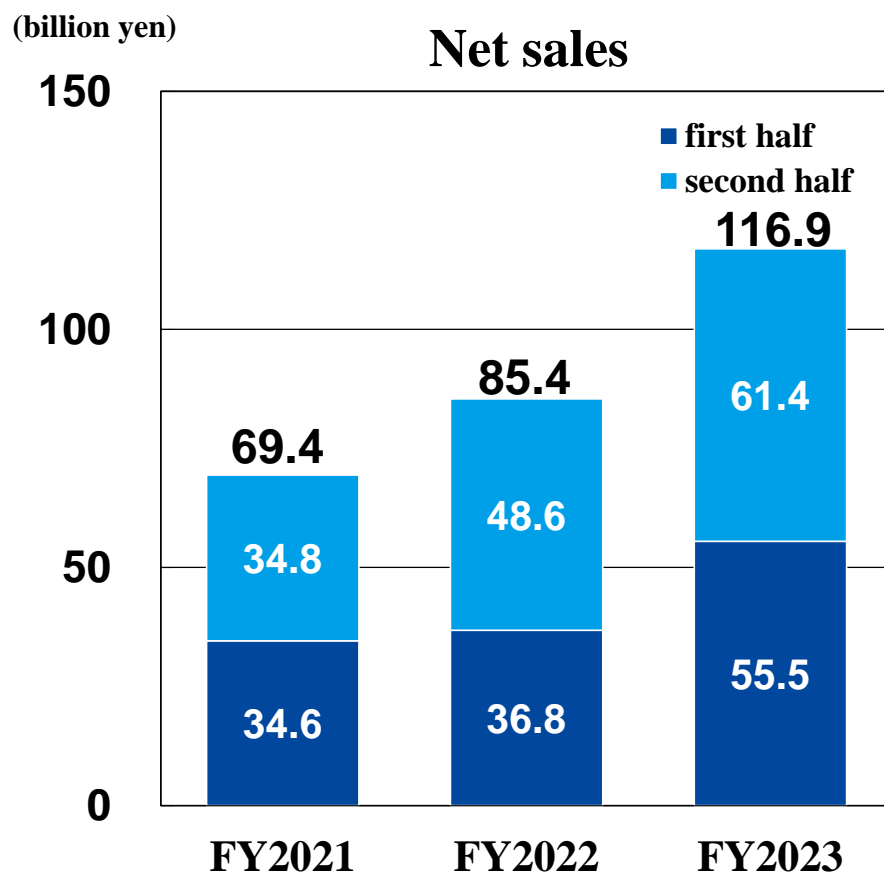
(billion yen)

Operating profit



Sales/Operating Profit by Region (The Americas)

- Net sales increased by 36.9% due to the impact of customers' production increase and the weaker yen exchange rate.
- Operating profit increased by 5.9 billion yen because of sales increase and the efforts of cost saving.

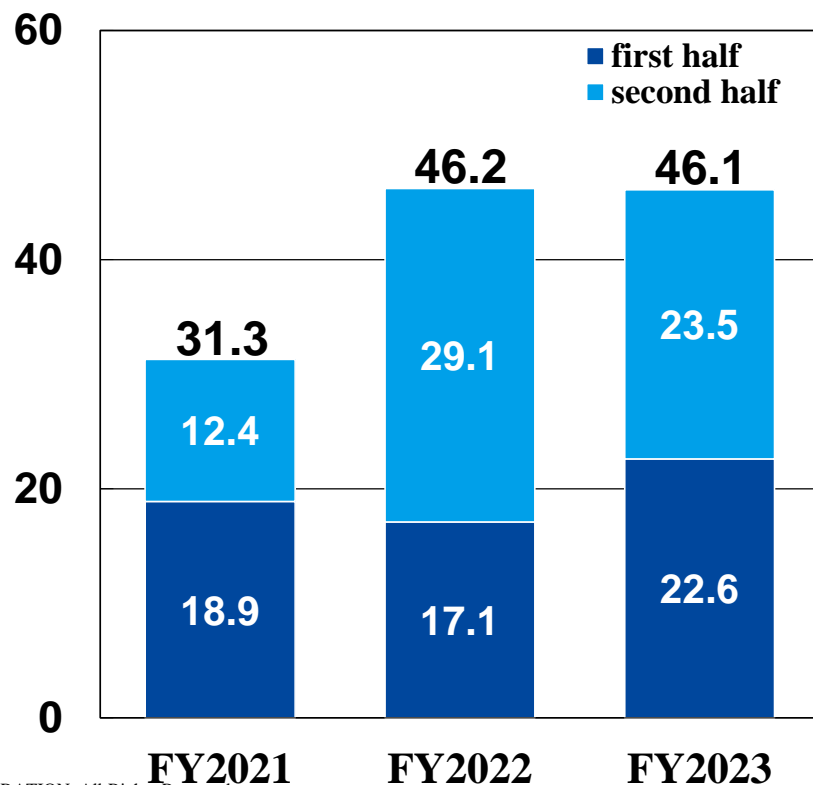


Sales/Operating Profit by Region (Europe)

- In spite of customers' production increase and the weaker yen exchange rate, net sales remained flat due to a decrease in dies sales.
- Operating loss was 0.2 billion.

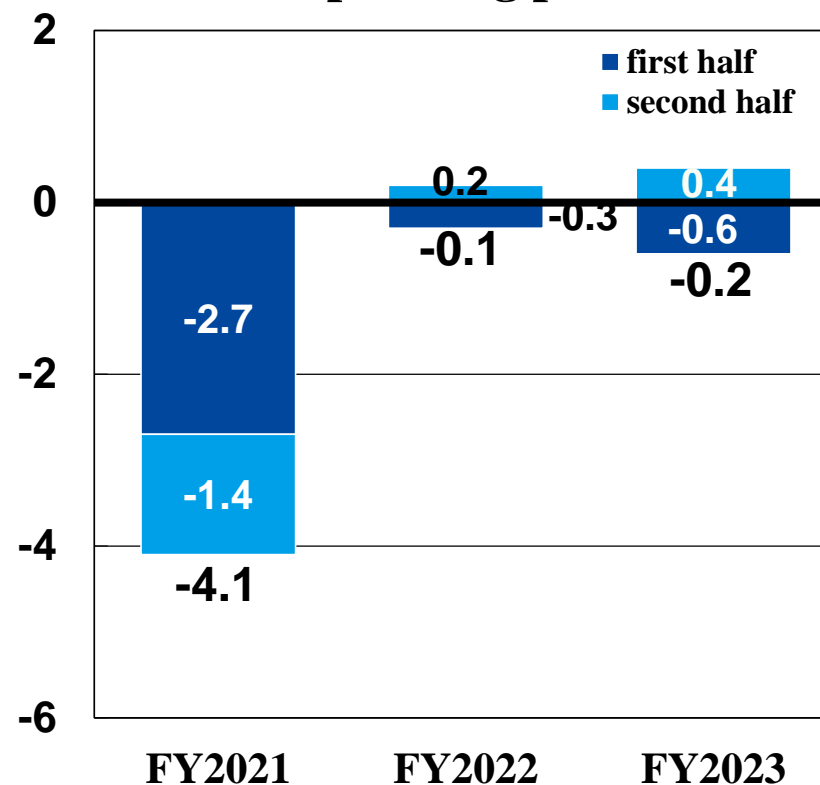
(billion yen)

Net sales



(billion yen)

Operating profit

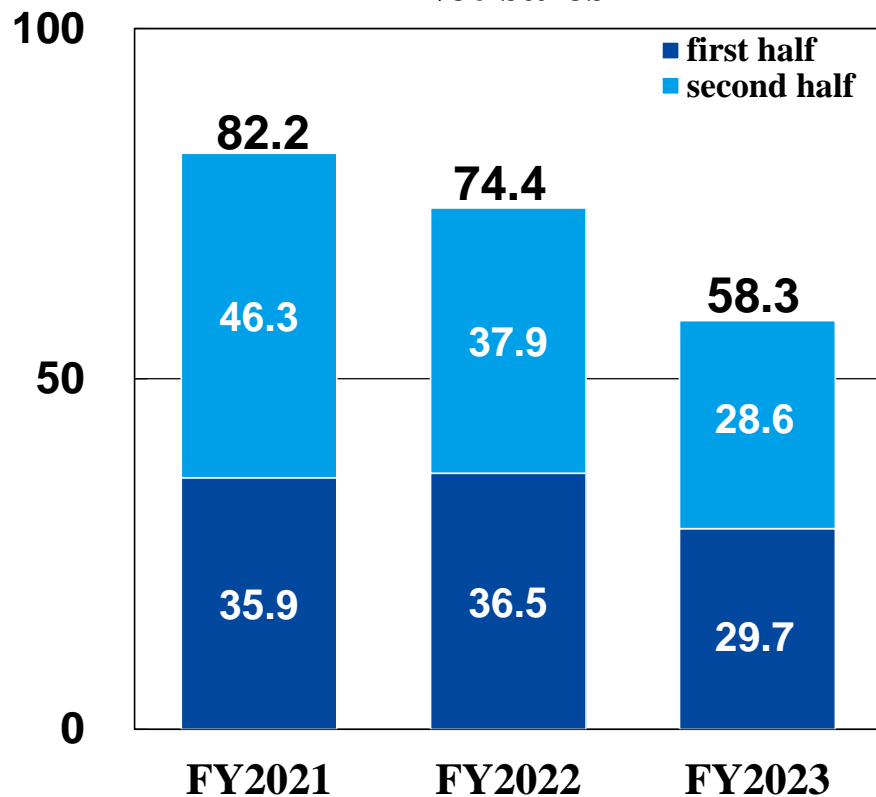


Sales/Operating Profit by Region (Asia)

- Net sales decreased by 21.6% due to the customers' production cutbacks in spite of Forex impact.
- Operating loss was 2.6 billion yen as a result of the impact of volume fluctuation.

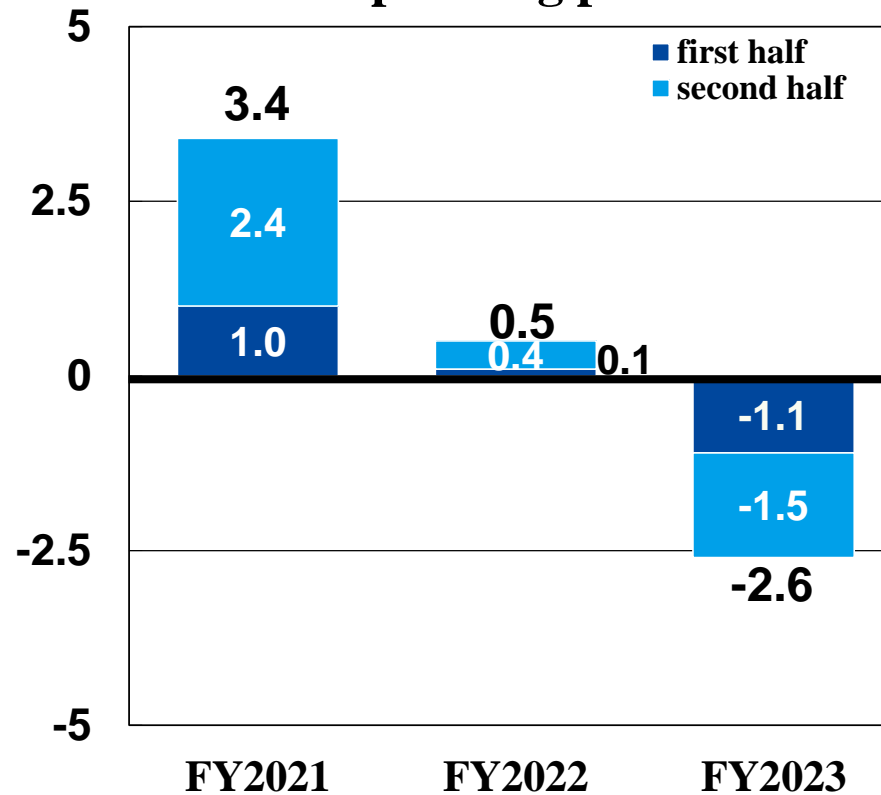
(billion yen)

Net sales



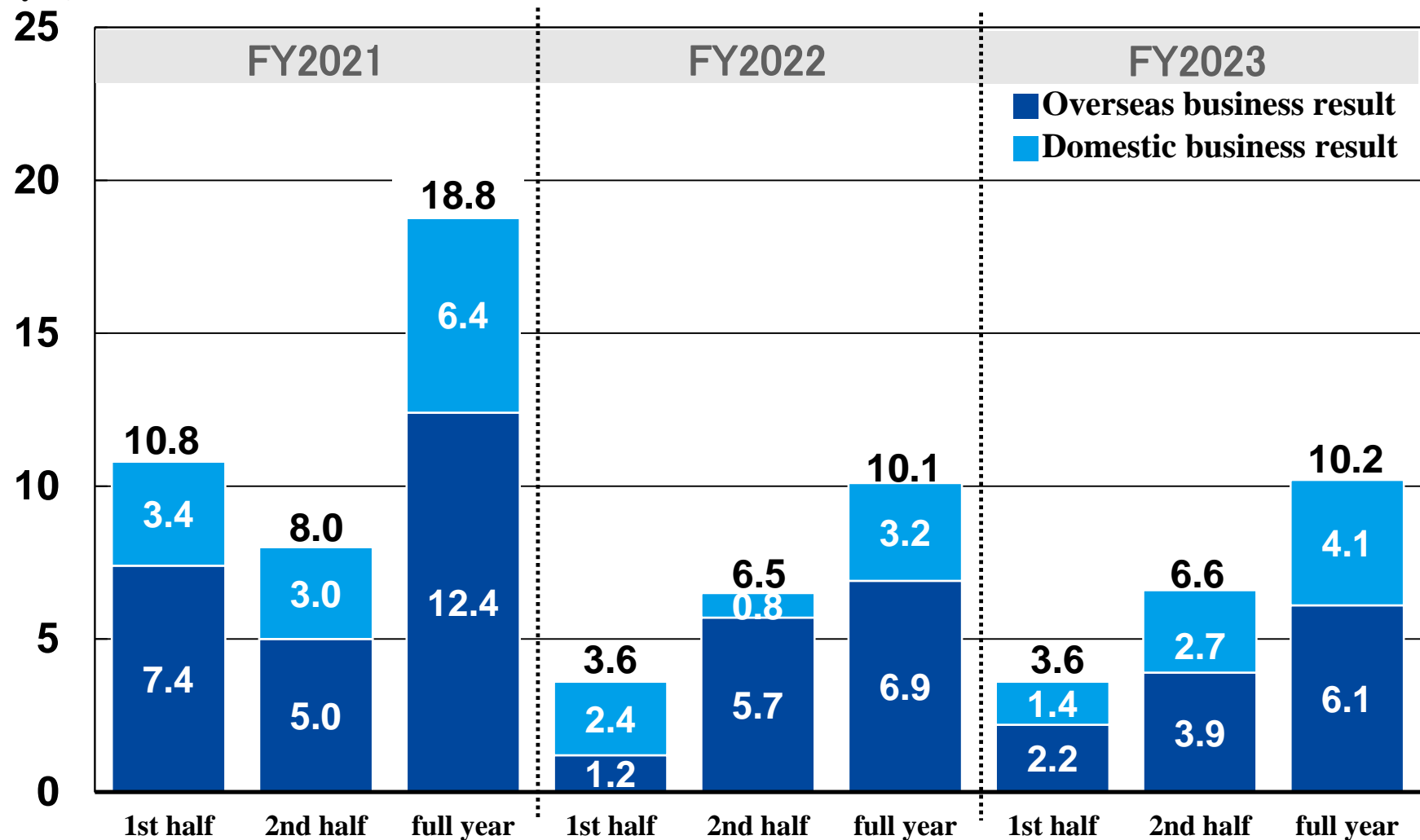
(billion yen)

Operating profit



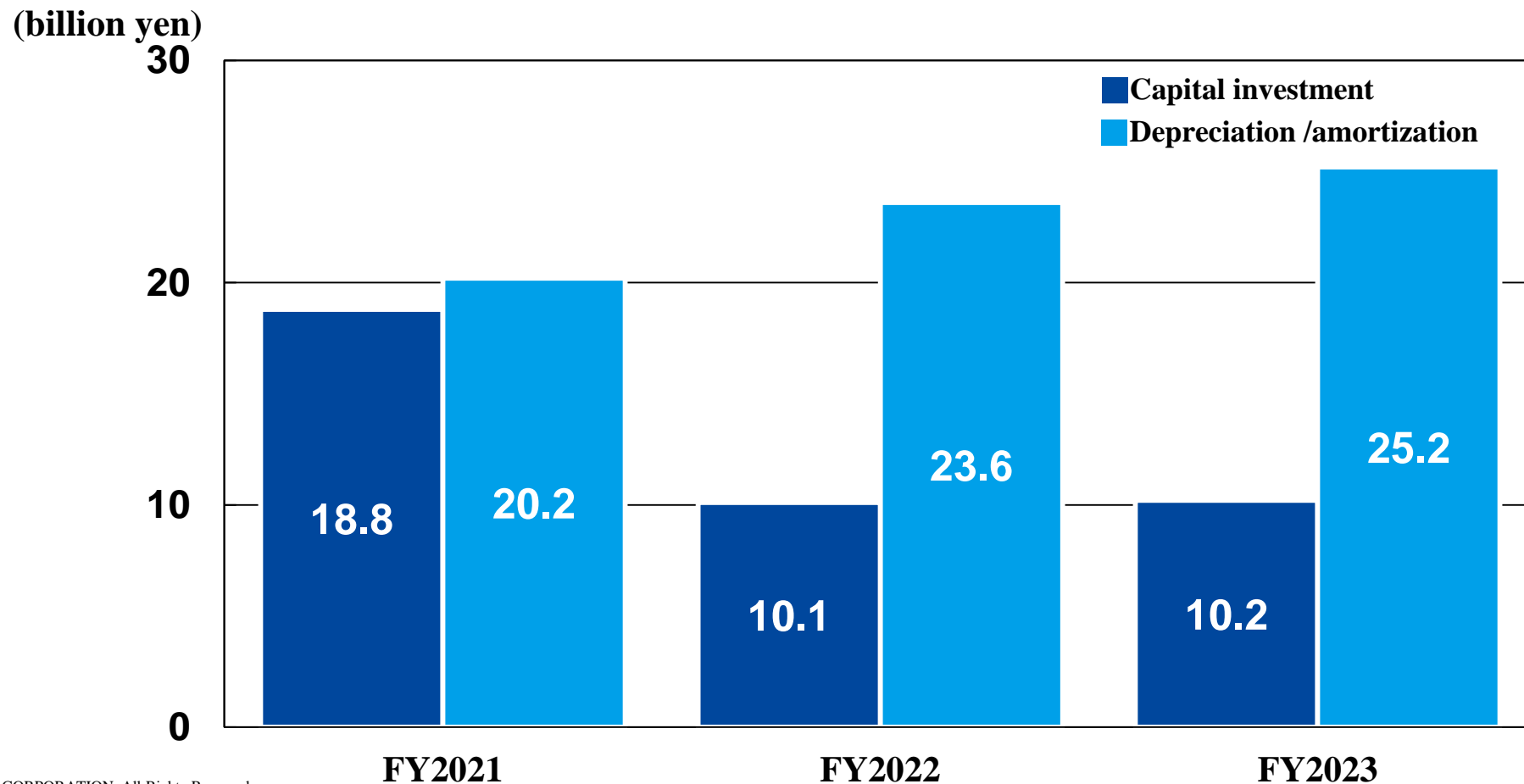
Capital Investment

(billion yen)



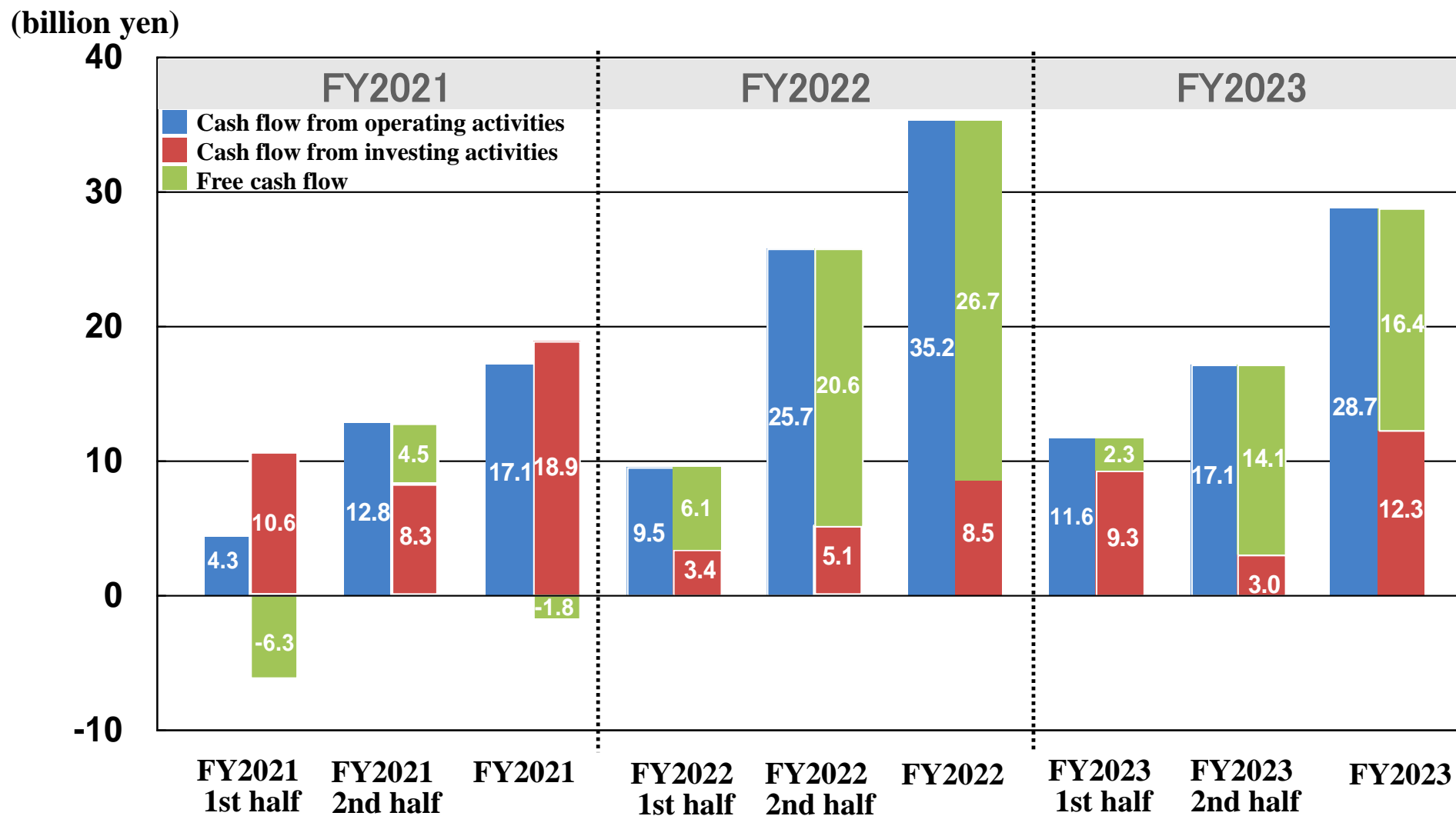
Capital Investment & Depreciation/Amortization

- Capital investment remained at the same level from the previous year.
(6.8 billion yen decrease compared to the plan)
- Depreciation/Amortization increased by 1.6 billion yen from the previous year.
(2.4 billion yen increase compared to the plan)



Cash Flows

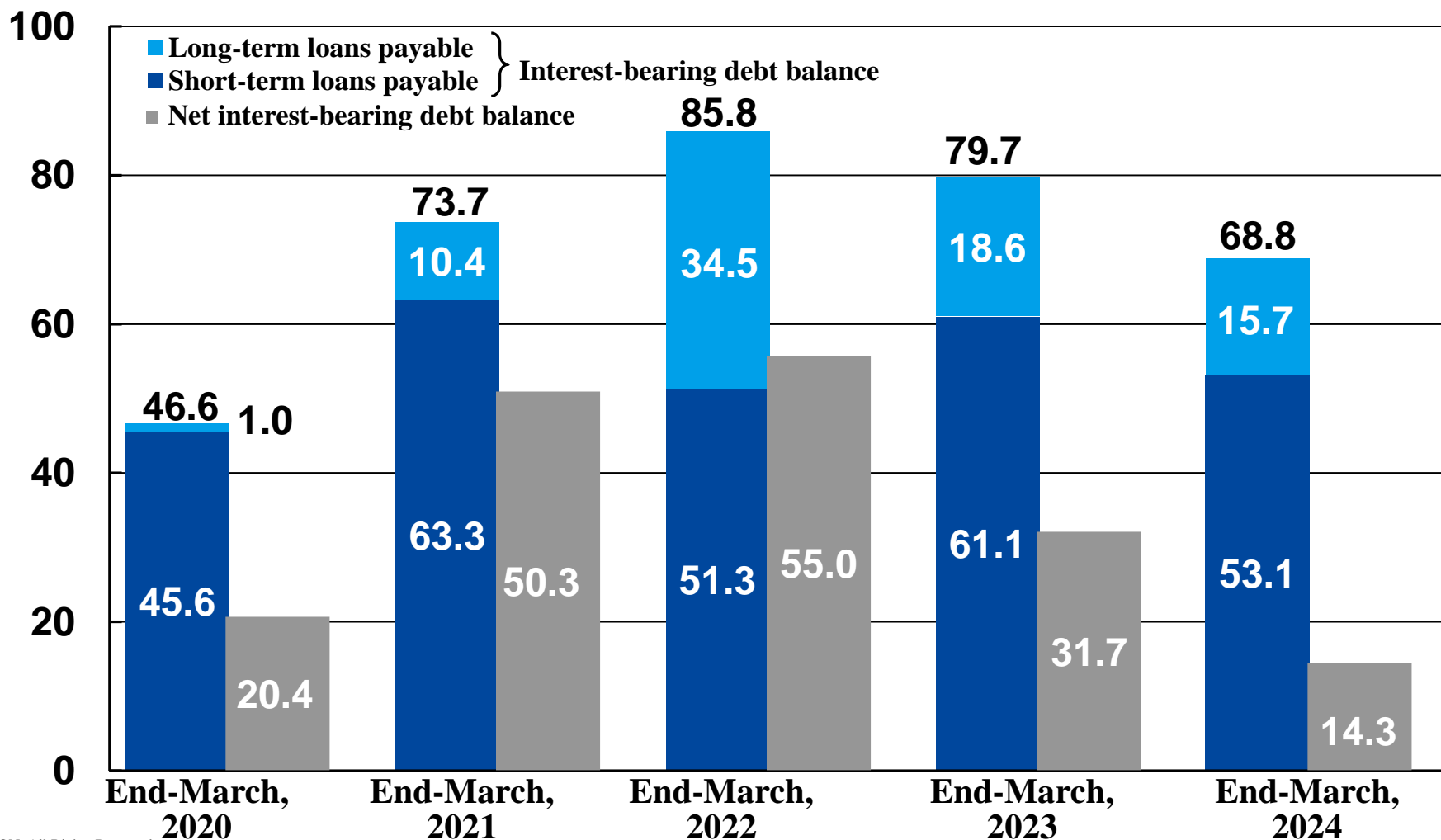
- 16.4 billion yen of free cash flow secured.



Interest-bearing Debt & Net Interest-bearing Debt Balance

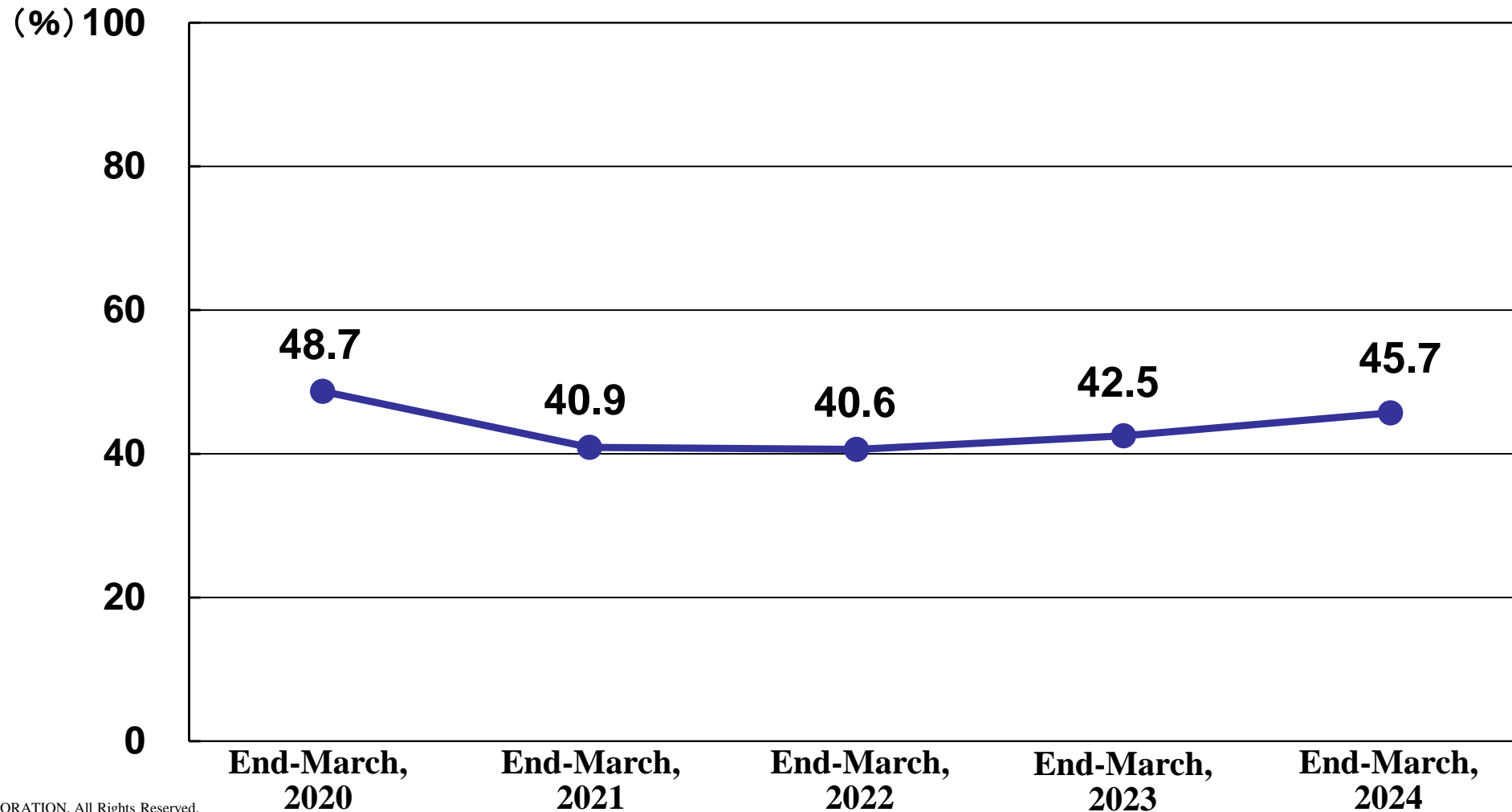
- Interest-bearing debts decreased by 10.9 billion yen on a year-on-year basis.
- Net interest-bearing debts including cash and deposits became 14.3 billion yen.

(billion yen)



Equity to Total Assets

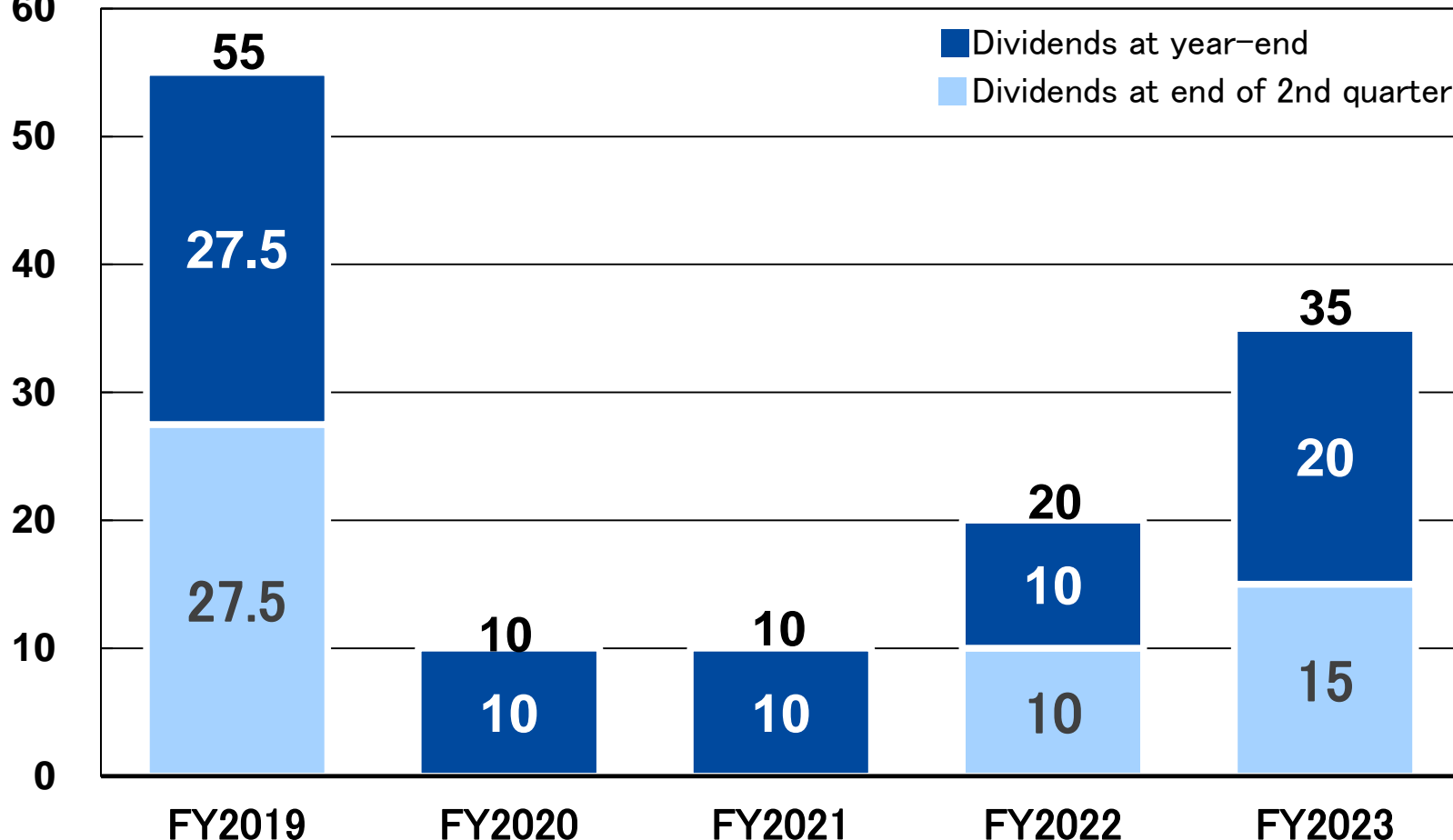
- The ratio of equity to total assets increased by 3.2% to 45.7% compare to the previous year.



Dividends

- As a result of the solid financial performance for this fiscal year , the annual dividend is planned to increase to 35.00 yen per share.
(The dividend at year-end is planned to be 20 yen per share from the initially planned 15 yen)

(yen/share) 60



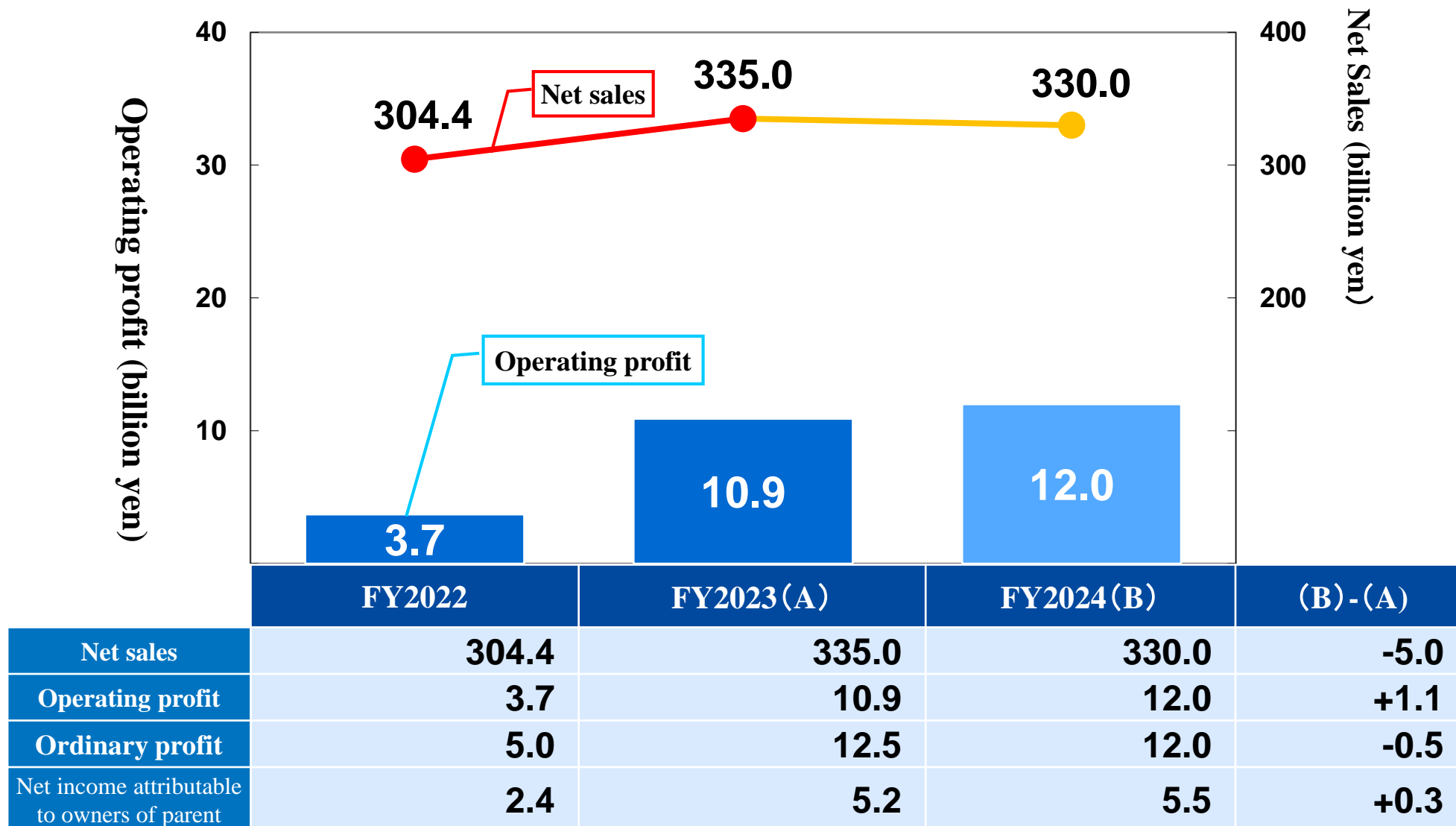


Forecast of Fiscal Year 2024

Forecast of Fiscal Year 2024

- 1. Net sales is forecast to decrease as the impact of customers' production reduction.**
- 2. Operating profit is forecast to increase due to cost saving.**

Consolidated Business Forecast for FY2024



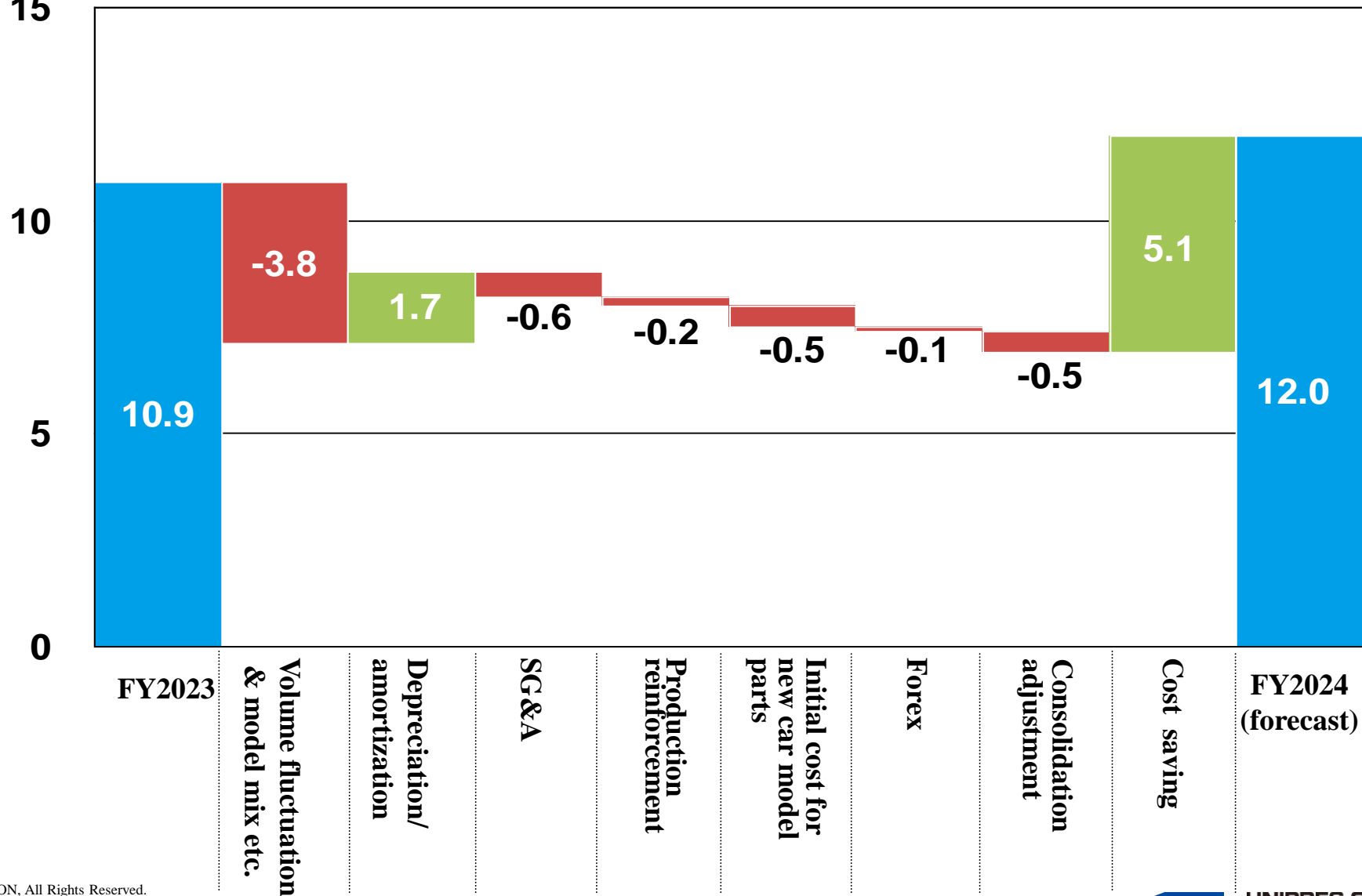
Consolidated Sales by Product Group

(billion yen)

	FY2023		FY2024		Variance	Variance %
	Sales	%	Sales	%		
Car body press parts	293.3	87.5%	292.8	88.7%	-0.5	+1.2%
Transmission parts	36.1	10.8%	32.1	9.7%	-4.0	-1.1%
Plastic parts	3.9	1.2%	3.6	1.1%	-0.3	-0.1%
Other	1.7	0.5%	1.5	0.5%	-0.2	0.0%
Total	3,350	100%	330.0	100%	-5.0	—

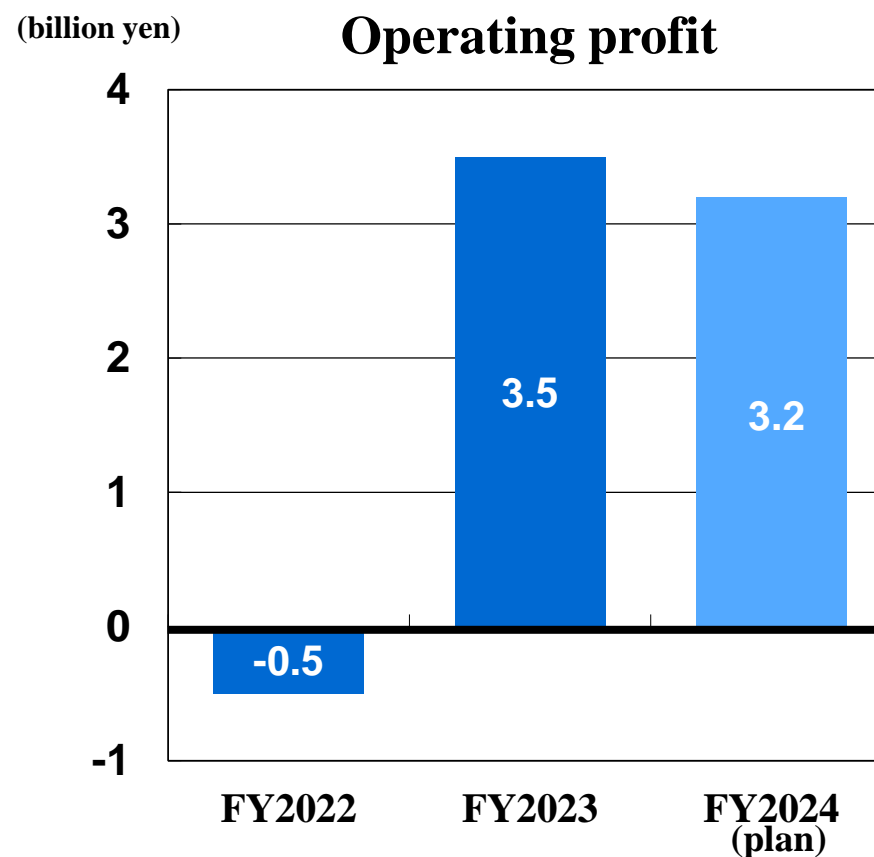
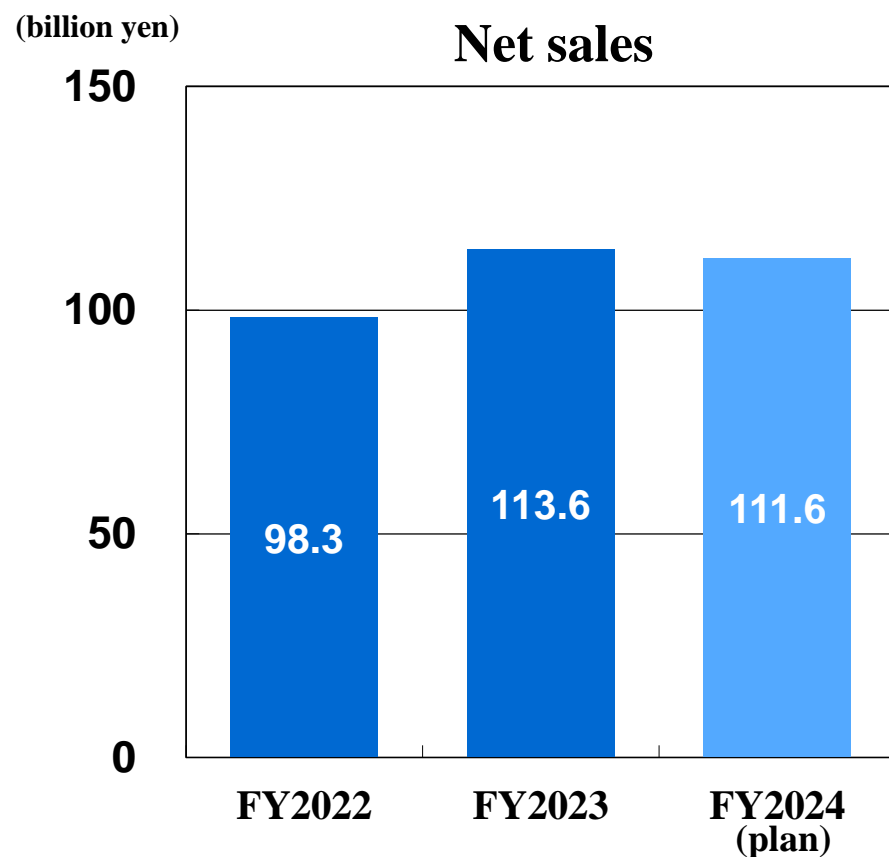
Forecast of Operating Profit Variance Analysis

(billion yen) 15



Sales/Operating Profit by Region (Japan)

- Net sales is projected to decrease.
- Operating profit is forecasted to slightly decrease due to sales decrease.

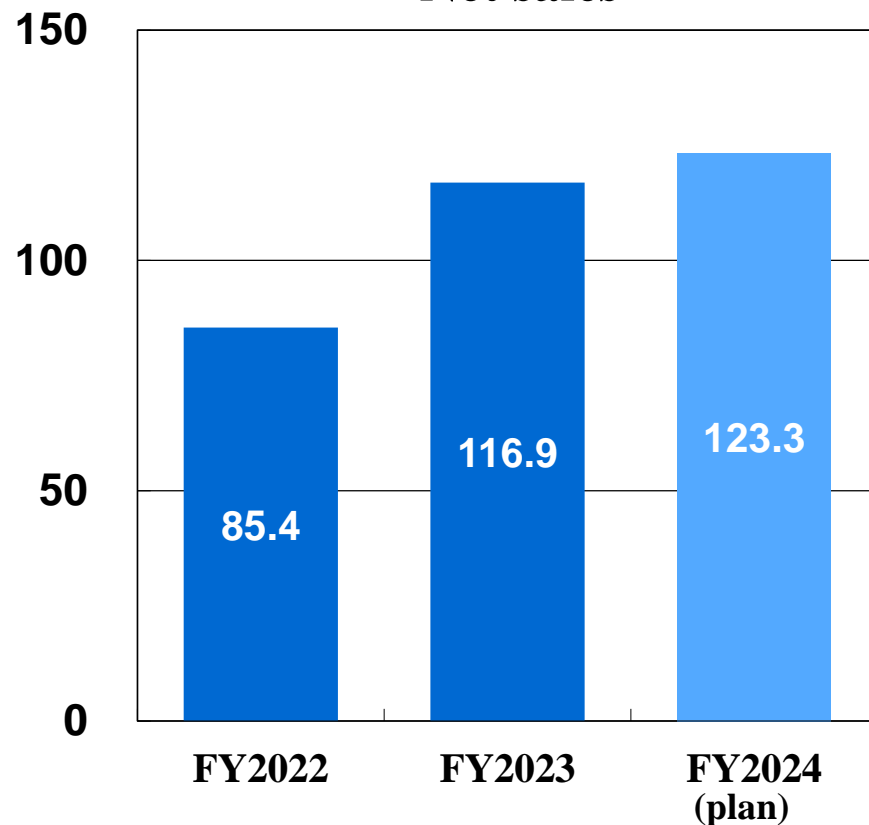


Sales/Operating Profit by Region (the Americas)

- Net sales growth is projected because of sales increase of dies in spite of customers' productions decrease.
- Operating profit is forecasted to slightly decrease due to sales decrease of parts.

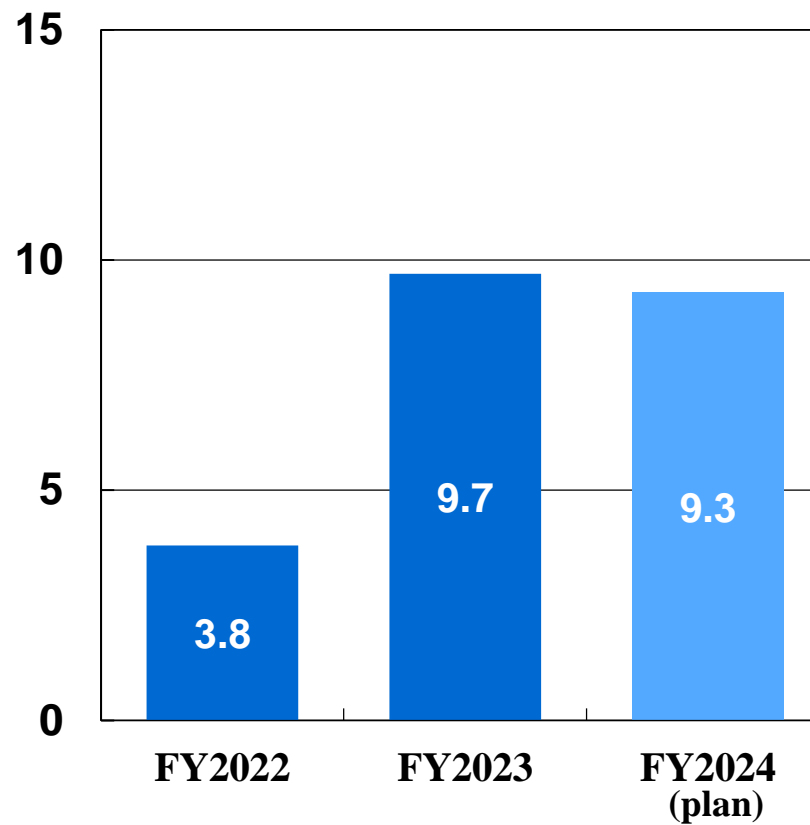
(billion yen)

Net sales



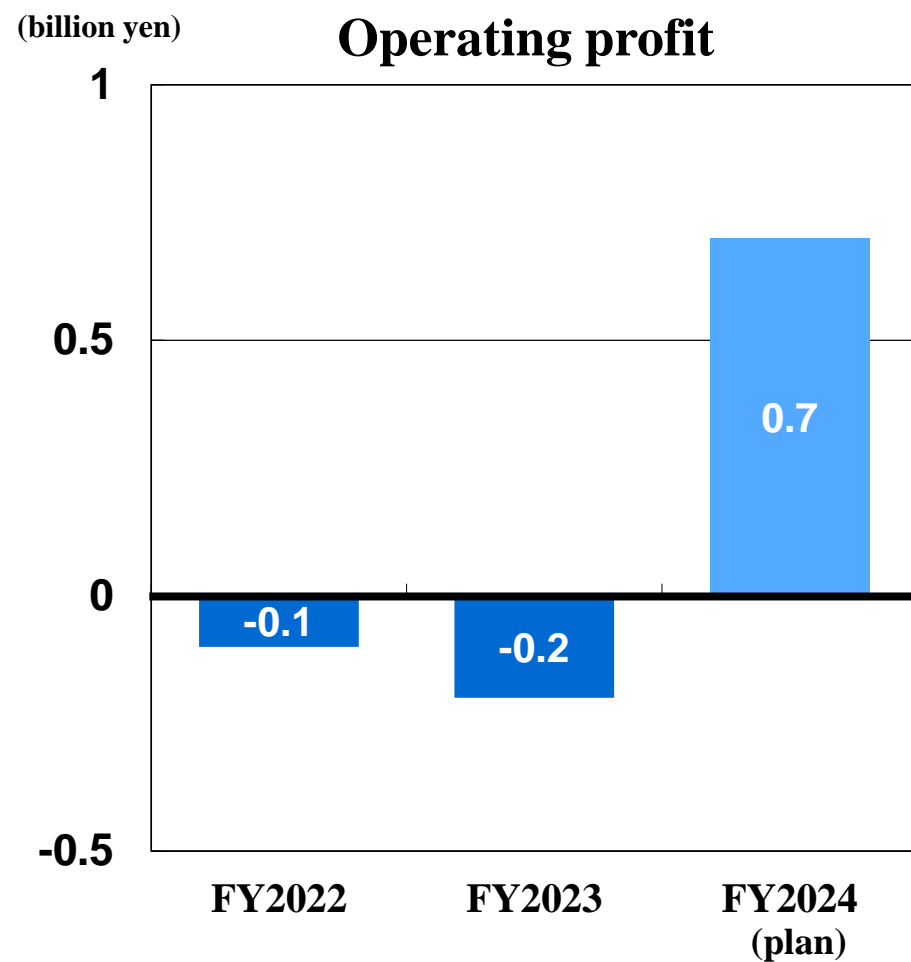
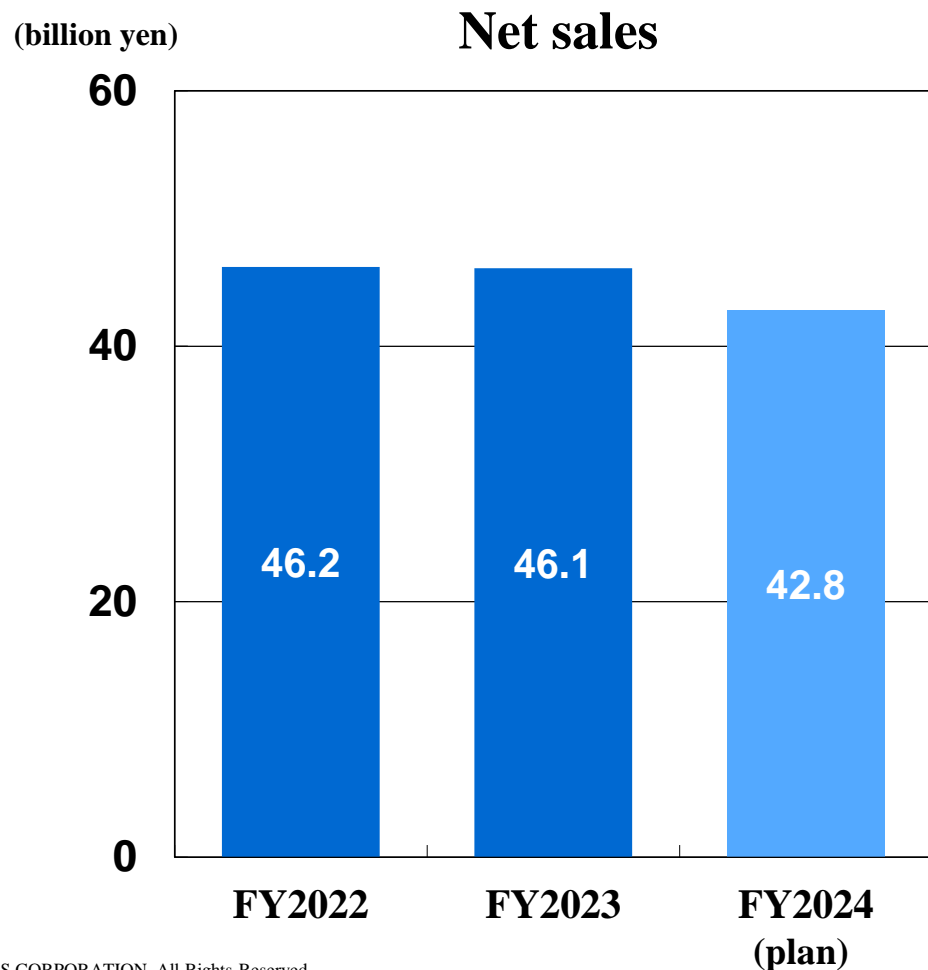
(billion yen)

Operating profit



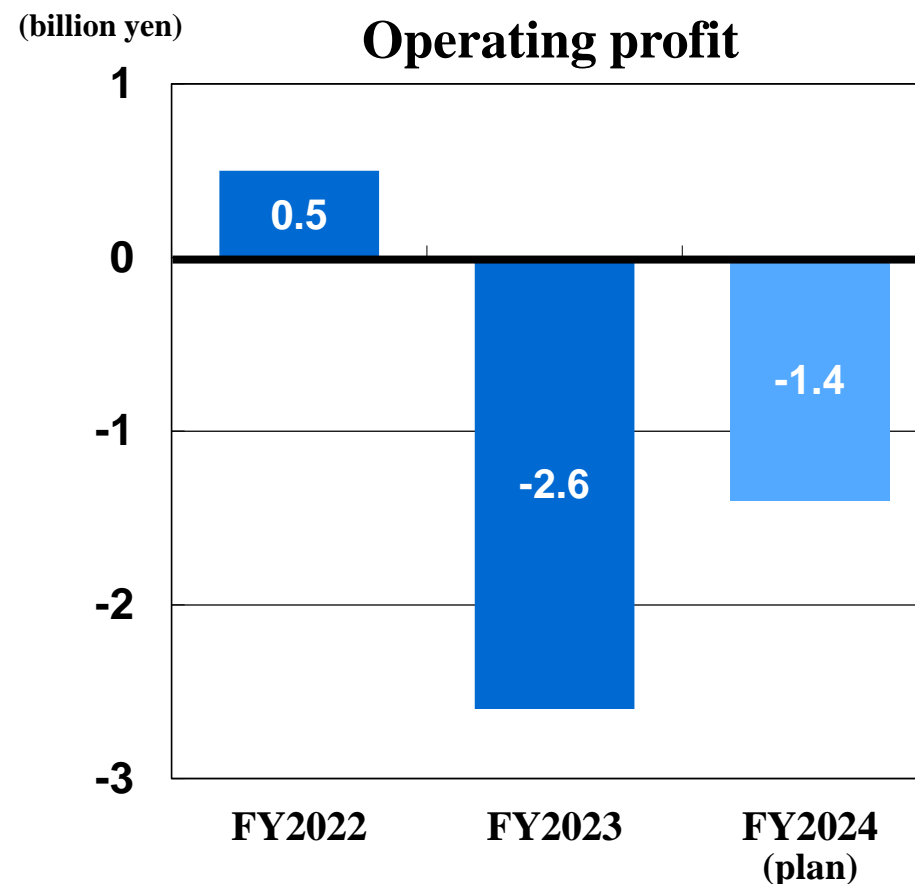
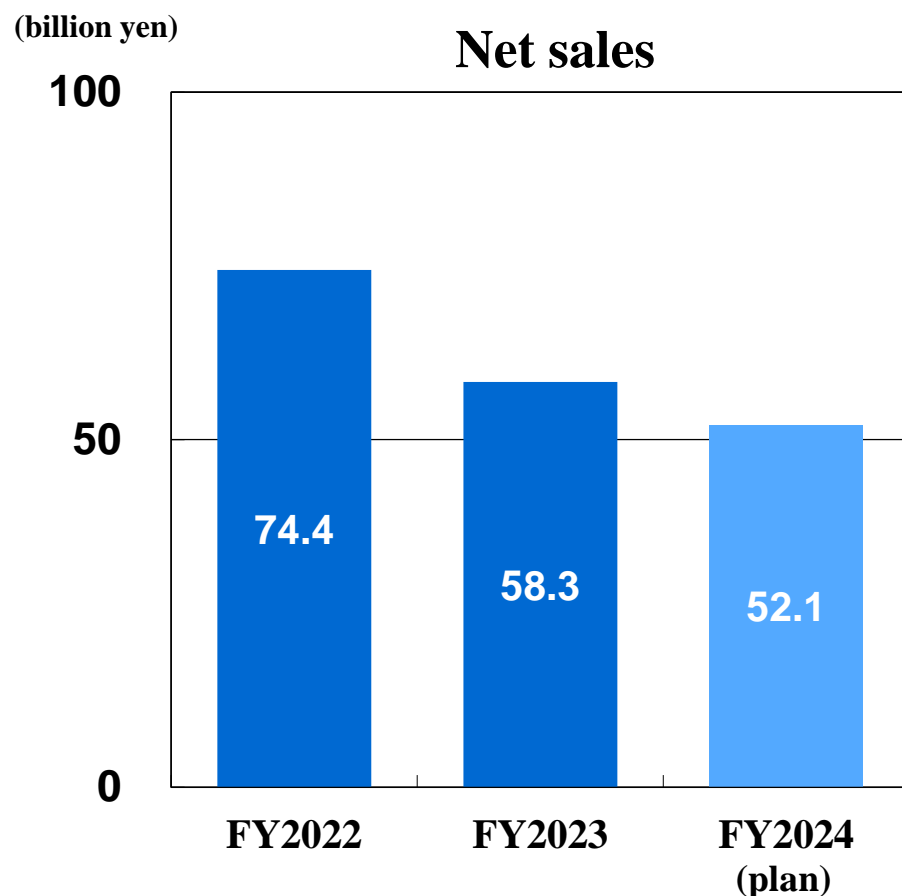
Sales/Operating Profit by Region (Europe)

- Net sales is projected to be lower due to customers' productions reduction.
- Operating profit is projected to grow through cost reduction efforts.



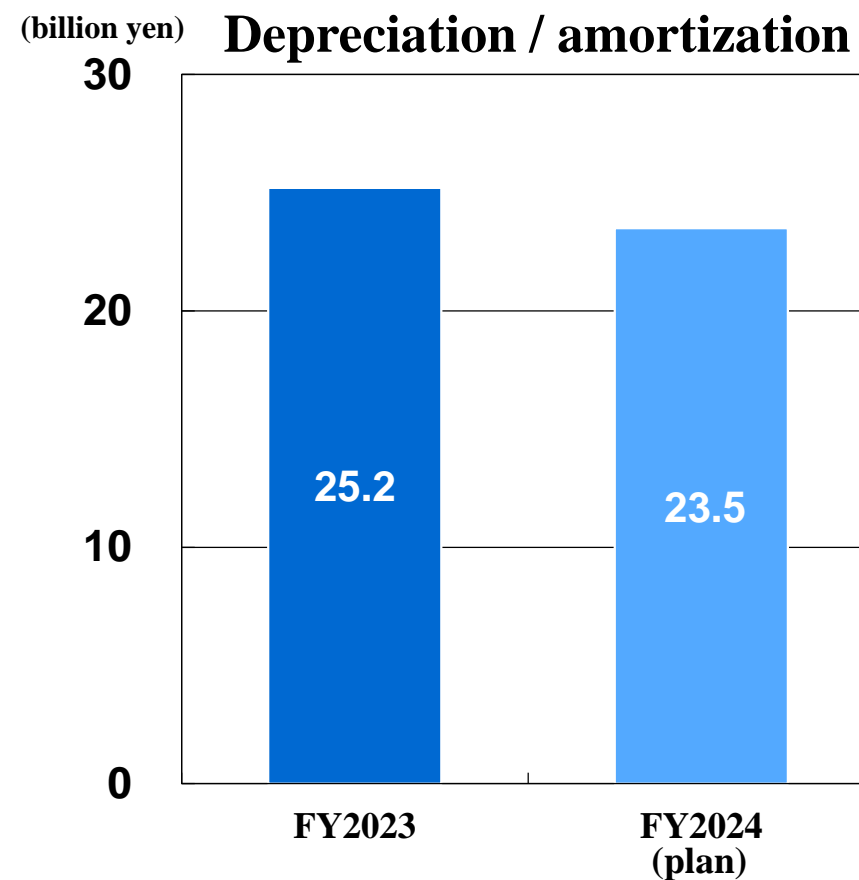
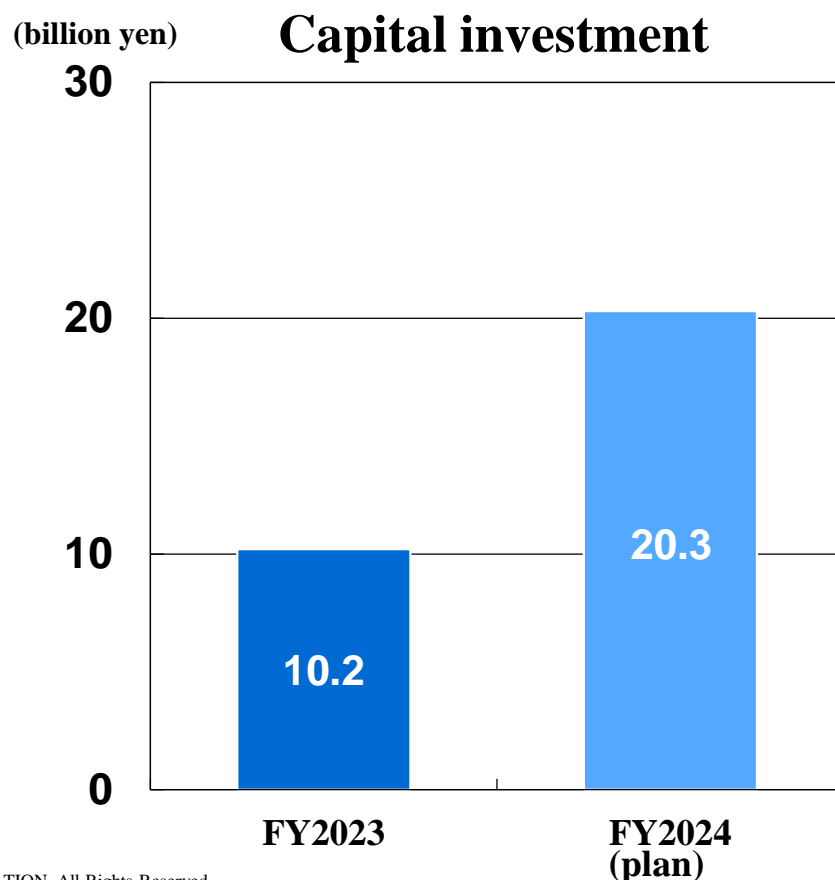
Sales/Operating Profit by Region (Asia)

- Net sales is projected to decrease mainly due to the model mix.
- Operating profit is projected to be improved due to cost reduction efforts.



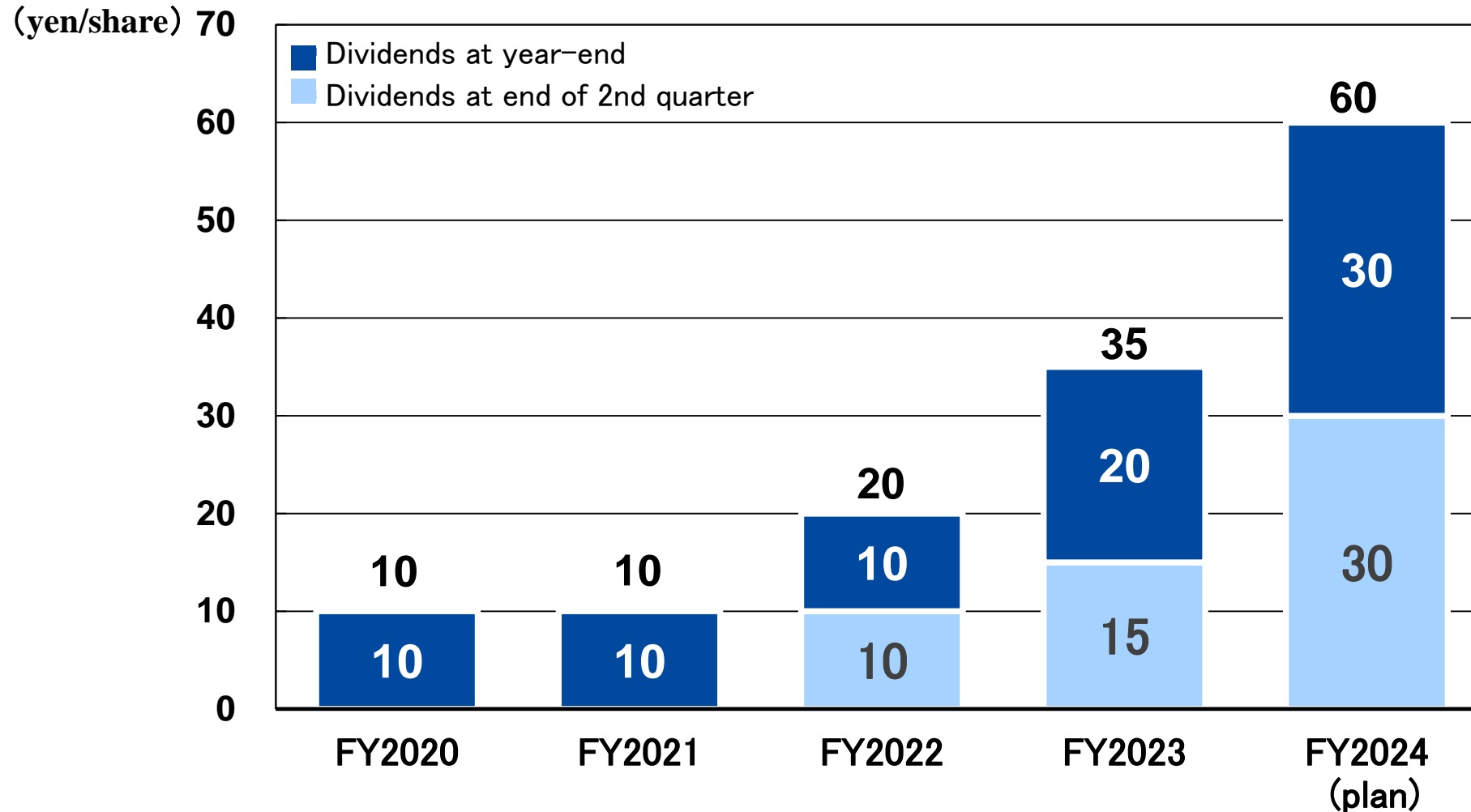
Capital investment & Depreciation / Amortization plan

- 10.1 billion yen increase from the previous year is planned in capital investment.
- Depreciation / amortization is projected to decrease by 1.7 billion yen.



Dividends

- The annual dividend per share for FY2024 is projected to be 60 yen.





FY2024-2026 Medium-term Management Policies:

Action to Implement Management that is Conscious of Cost of Capital and Stock Price



Analysis of the current situation

Policies and targets

Measures to be undertaken



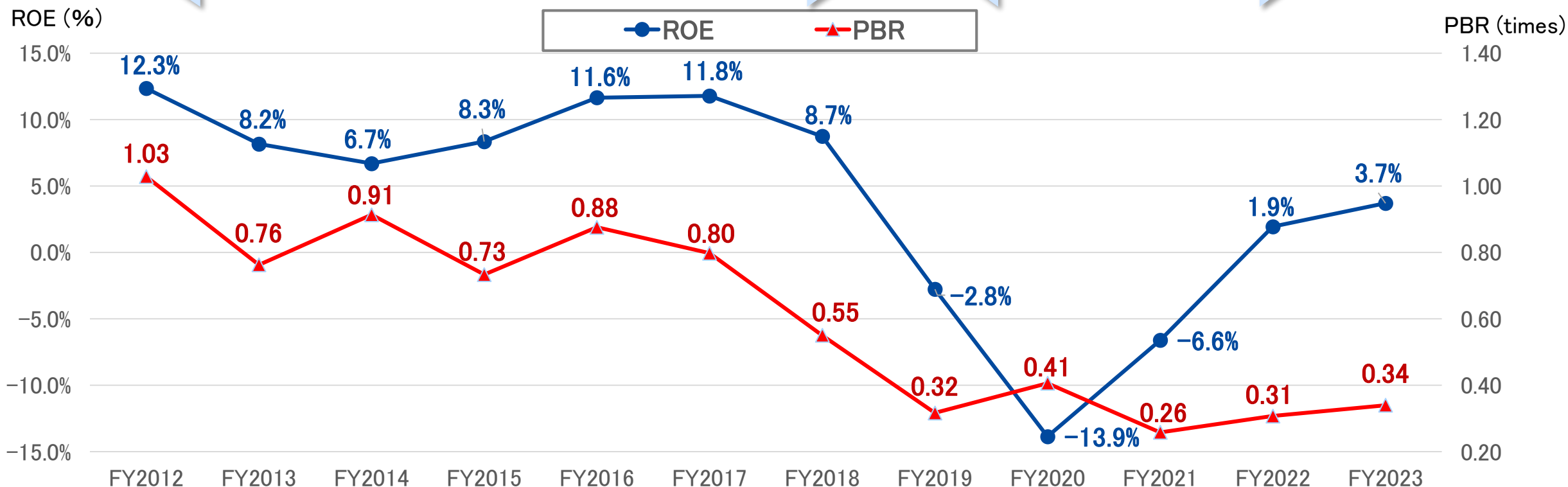
Analysis of the current situation

Changes of PBR and ROE

Recovery of revenue and reduction of equity capital are the issues

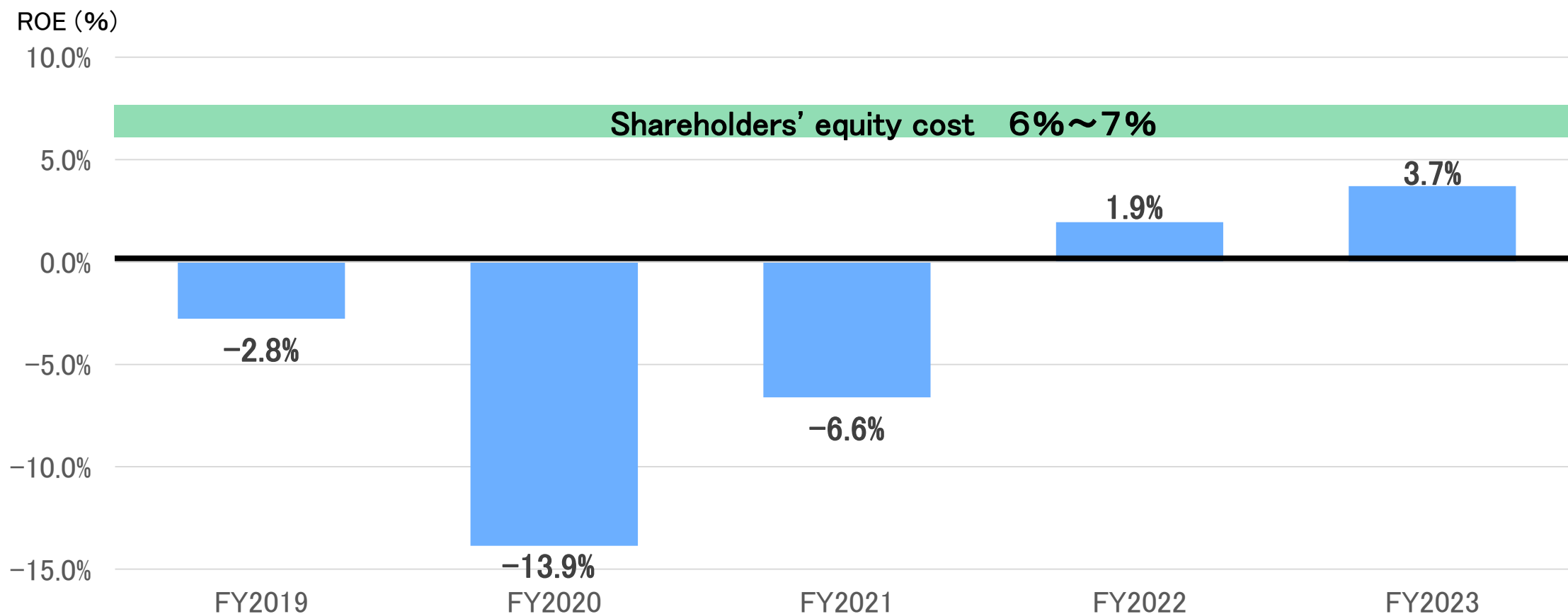
Strong revenue and yen depreciation led to capital expansion

Sluggish revenue due to the impact of COVID-19 and semiconductor shortage



The Relationship Between Shareholders' Equity Cost and ROE

Strengthening of efforts to achieve ROE that exceeds the cost of shareholders' equity





Policies and targets

Unwavering Focus on Corporate/ Shareholder Value Maximization

**Setting a mid-term goal of achieving an ROE of 8% or higher,
with the aim of improving PBR**

Strengthening of revenue base (Improvement of ROE)

Business strategies

- Promotion of strategic technology development
- Promotion of sales expansion
- Promotion of smart control

Financial strategies

- Enhancement of shareholder returns
- Allocation of funds that increases profitability

Obtaining market confidence in the company's future potential

Non-financial strategies

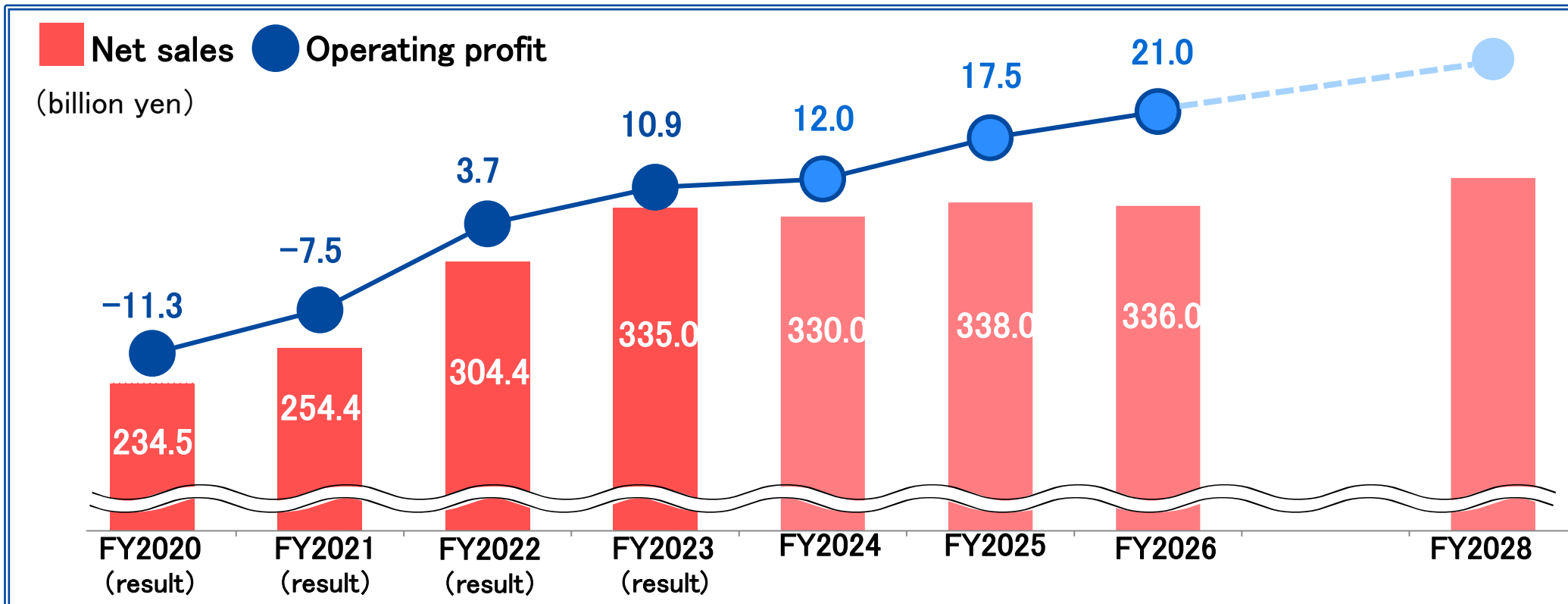
- Achieve sustainability management

Improvement of dialogue with shareholders and investors

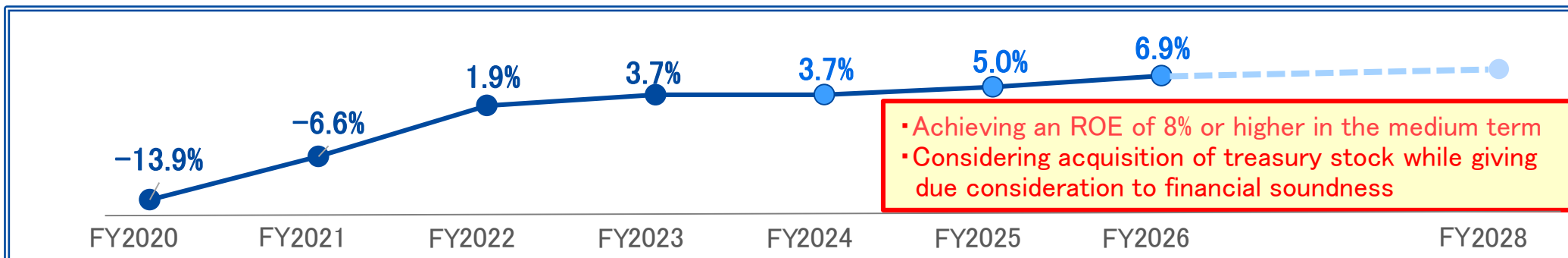
- Bolster IR/SR initiatives

FY2024–2026 Medi-term Management Policies Quantitative Target

Net sales
Operating profit



ROE



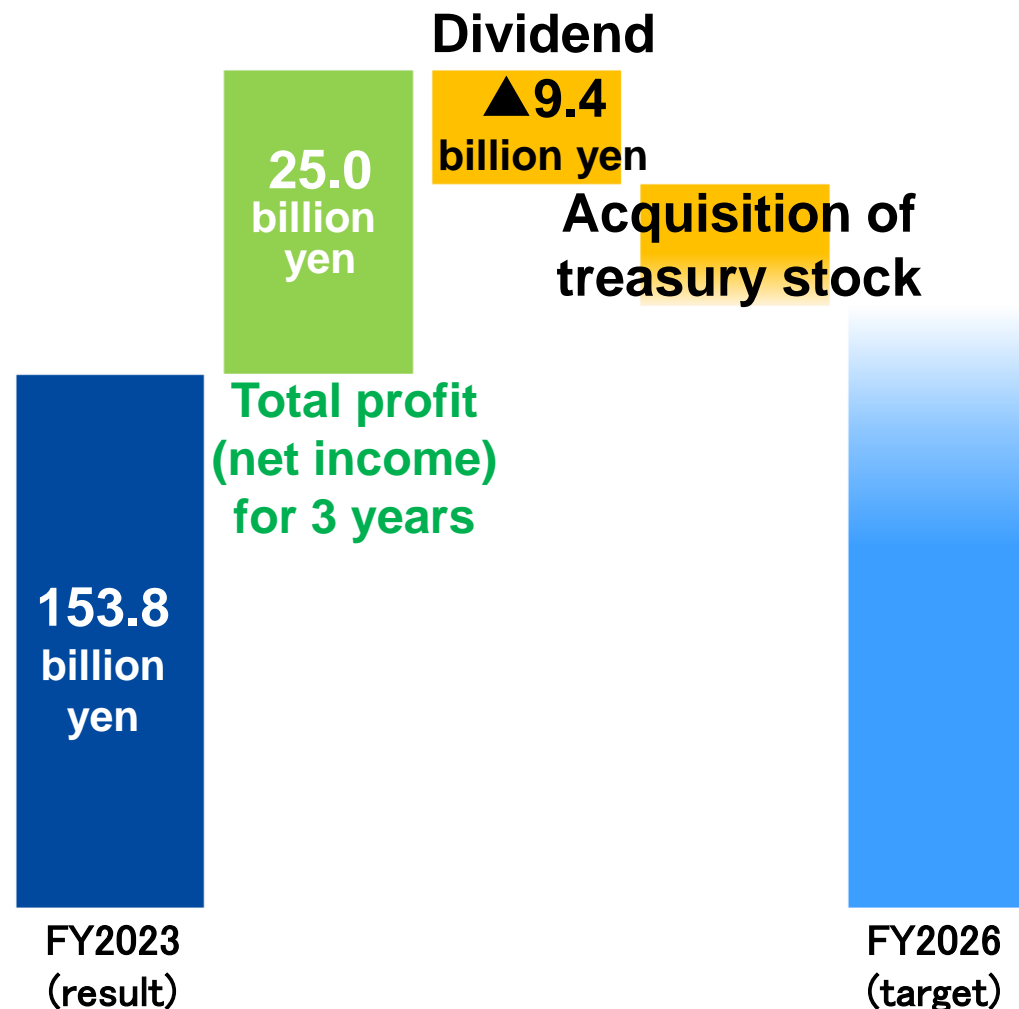
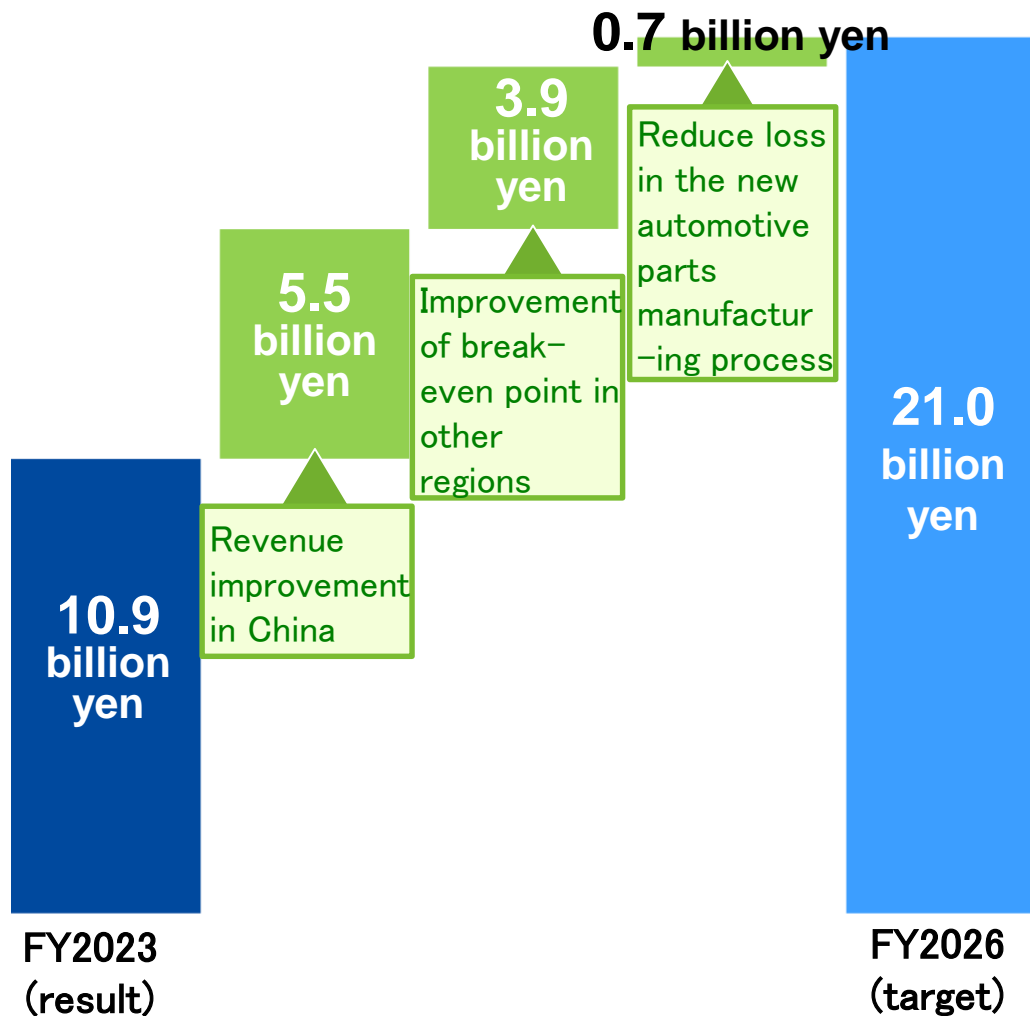


Measures to be undertaken

Strengthening of Revenue Base (Improvement of ROE)

<Improvement of operating profit>

< Reduction of equity capital >



Car body press parts business

Plastic parts business

Transmission parts business

Technology Development

Proposal of optimal car body structure

- Weight reduction/ cost reduction
- Strengthening ability to respond to aluminum parts

Multi-functionality

- Promoting new functions
- Environmentally safe materials

EV powertrain parts

- e-Axle component parts
- Pressing of existing component parts

Increase added value

Sales Expansion

- Expand sales to new customers, including emerging EV manufacturers and parts suppliers
- Strengthen sales expansion focusing on Japan
- Strengthen sales expansion to automobile manufacturers and unit manufacturers
- Taking on the challenge of entering new fields

Improving cost competitiveness

Smartification

Production department

- Achieve smartification of plants

Linking data

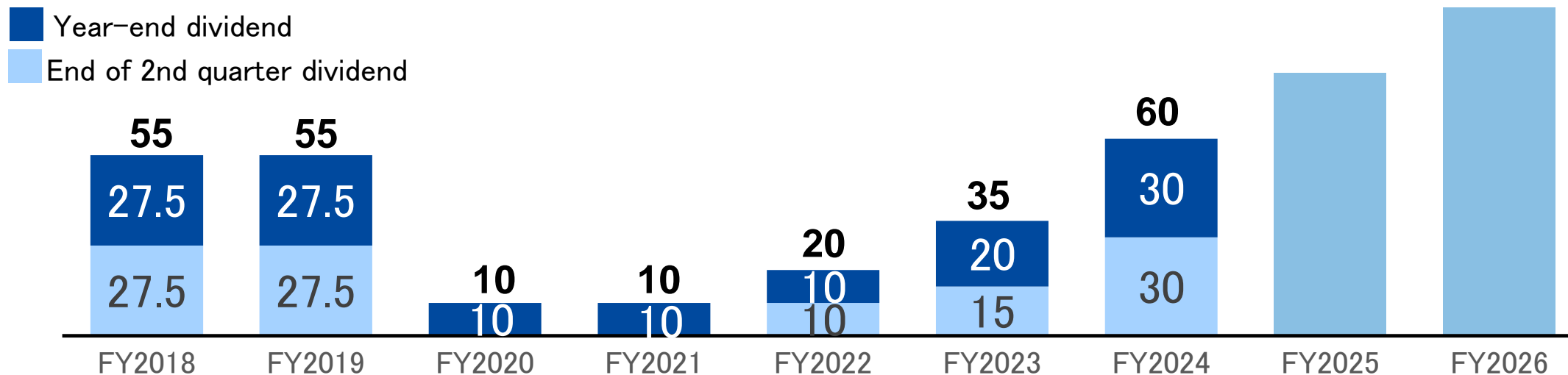
Headquarter and engineering department

- Achieve smartification of headquarter and engineering department

Enhancement of shareholder returns

- Aim for the stable and an appropriate level of dividends, with an awareness of DOE
- Aim for DOE of over 2% for the time being and 3% in the medium term

(yen/share)



DOE	1.8%	1.7%	0.4%	0.4%	0.7%	1.1%	1.7%	Aim for DOE of over 2% for the time being
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■ Cumulative total for 3 years from FY2024 to FY2026

< Cash Inflows >



< Cash outflows >

Dividend 9.4 billion yen

R&D 18.0 billion yen

Capital investment
55.0 billion yen

Repayment of borrowings, etc.
27.7 billion yen

Operating funds, etc. 13.4 billion yen

Investment in human capital

Well-being Management

◆ Career

- Implementation of career enhancement measures
- Further increase in the ratio of women in management positions

◆ Human relations

- Improvement of psychological safety (e.g., training for all managers)

◆ Economic aspect

- Revision of wage system

◆ Mental and Physical Health

- Improvement of health literacy

◆ Local communities

- Enrichment of community service activities

< Personal growth >

< Corporate growth >

Enhancement of corporate value

Further enhance IR/SR activities, including strengthening information disclosure, thereby bridging the perception gap with shareholders and investors and enhancing corporate value

FY2023 initiatives

- Briefings on financial results are held twice a year by the President and Representative Director, the executives in charge of plants and production, engineering, and finance.
- Conduct proactive IR/SR meetings
 - Number of individual dialogues with institutional investors and analysts by the director in charge of finance and the director in charge of IR: 72 times
 - Number of individual dialogue by IR officers with voting officers (institutional investors), etc.: 11 times
- Shareholder and investor opinions obtained through dialogues are fed back to management.

Future initiatives

- Strengthen information disclosure by renovating the corporate website, including the IR website (scheduled to be released in FY2024).
- Consider holding technical briefings, factory tours, etc. to deepen understanding of our company.



UNIPRES

(yen)

	FY2022		FY2023		Preconditions of FY2024 forecast
	Average for the period	term end	Average for the period	term end	
US \$	136.00	133.54	145.31	151.40	140.00
STG £	162.07	160.01	176.22	180.66	175.00
EURO	138.49	141.44	153.14	157.09	150.00
MEX \$	6.60	6.81	8.04	8.35	8.10
RMB	19.50	19.02	19.87	19.94	19.50
INR	1.69	1.63	1.76	1.82	1.70
THB	3.75	3.82	4.06	4.13	3.90
IDR	0.0088	0.0085	0.0093	0.0092	0.0092

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.