



Pressing Toward a Brighter Tomorrow

# Financial Results of FY2024

May 27, 2025

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- 1. Full-year Results for Fiscal Year 2024**
  - 2. Forecast of Fiscal Year 2025**
  - 3. FY2025-2027 Mid-term Management Policies**
-

# 1. Full-year Results for Fiscal Year 2024

# Fiscal Year 2024 Financial Highlights

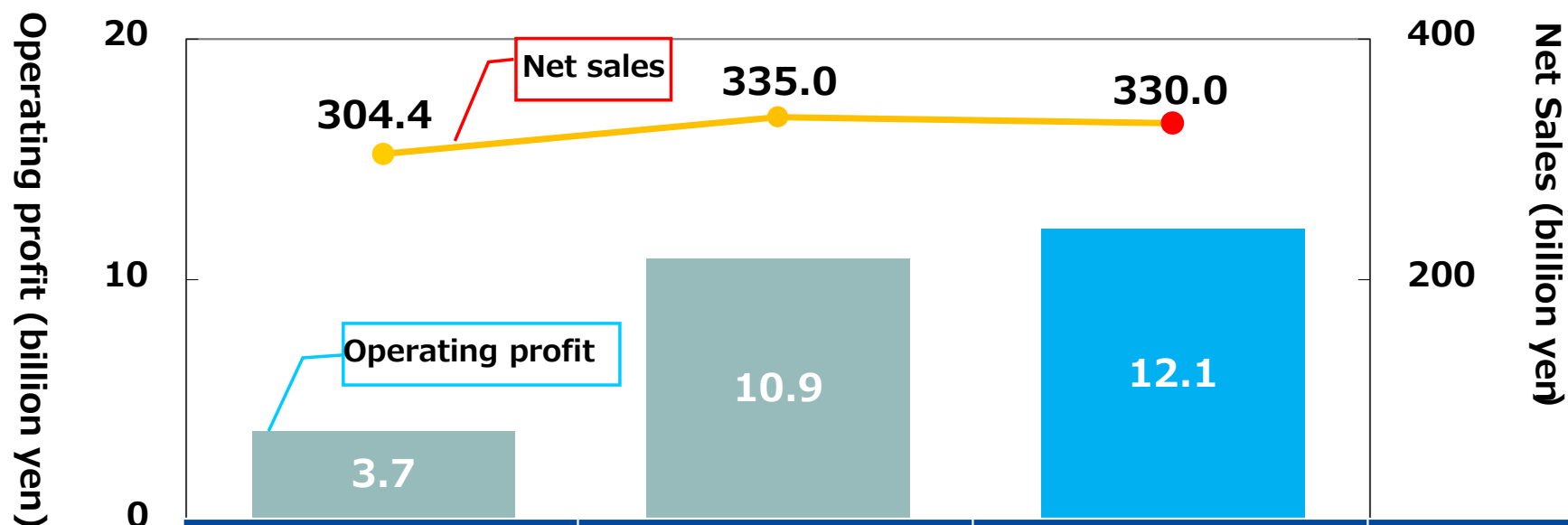
**Net sales decreased to 330.0 billion yen due to the customers' production decrease in spite of the positive exchange rate.**

**Operating profit increased to 12.1 billion yen due to the cost saving and other factors.**

**Net income attributable to owners of parent was a loss of 21 billion yen due to the loss on business liquidation arising from the reorganization of our China business and impairment loss on fixed assets in Japan and the Americas.**

# Consolidated Financial Results for FY2024

- Net sales decreased by 5.0 billion yen (-1.5%) year-over-year.
- Operating profit increased by 1.2 billion yen (+11.0%) year-over-year.



	FY2022	FY2023 (A)	FY2024 (B)	(B) - (A)
Net sales	304.4	335.0	330.0	-5.0
Operating profit	3.7	10.9	12.1	+1.2
Ordinary profit	5.0	12.5	13.6	+1.1
Net income attributable to owners of parent	2.4	5.2	-21.0	-26.2

# Consolidated Sales by Product Group

(billion yen)

	FY2023		FY2024		Variance	Variance %
	Sales	%	Sales	%		
Car body press products	293.3	87.5%	290.2	87.9%	-3.1	+0.4%
Precision products	36.1	10.8%	33.8	10.2%	-2.3	-0.6%
Plastic products	3.9	1.2%	4.1	1.3%	+0.2	+0.1%
Other	1.7	0.5%	1.9	0.6%	+0.2	+0.1%
Total	335.0	100%	330.0	100%	-5.0	—

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

- Although the sales of Nissan Mexicana increased, the composition ratio declined by 2.9% due to the decrease in sales of Dongfeng Motor Company Limited and Nissan Motor(Japan).

(billion yen)

		FY2023		FY2024		Variance
		Sales	%	Sales	%	
<b>Nissan Motor-related products</b>	<b>Sub-total</b>	<b>259.3</b>	<b>77.4%</b>	<b>245.7</b>	<b>74.5%</b>	<b>-2.9%</b>
	Nissan Motor (Japan)	58.8	17.6%	51.7	15.7%	-1.9%
	Nissan North America	49.1	14.7%	48.9	14.8%	+0.1%
	Nissan Mexicana	40.3	12.0%	47.0	14.2%	+2.2%
	Nissan Europe	30.8	9.2%	29.4	8.9%	-0.3%
	Dongfeng Motor Company Limited	37.6	11.2%	28.0	8.5%	-2.7%
	JATCO (Incl. overseas operations)	20.3	6.1%	18.6	5.6%	-0.5%
	NISSAN SHATAI	11.5	3.4%	11.4	3.5%	+0.1%
	Marelli Corporation. (Incl. overseas operations)	5.2	1.6%	4.5	1.4%	-0.2%
	Renault Nissan India / Nissan Motor India	2.4	0.7%	3.7	1.1%	+0.4%
	Nissan Thailand	3.2	1.0%	2.4	0.7%	-0.3%
	Zhengzhou Nissan	0.1	0.03%	0.1	0.03%	0.0%

## Consolidated Sales by Customer (Other Customers)

- The composition ratio rose by 2.9% mainly due to the increase of Honda of America Mfg., Inc., and Renault.

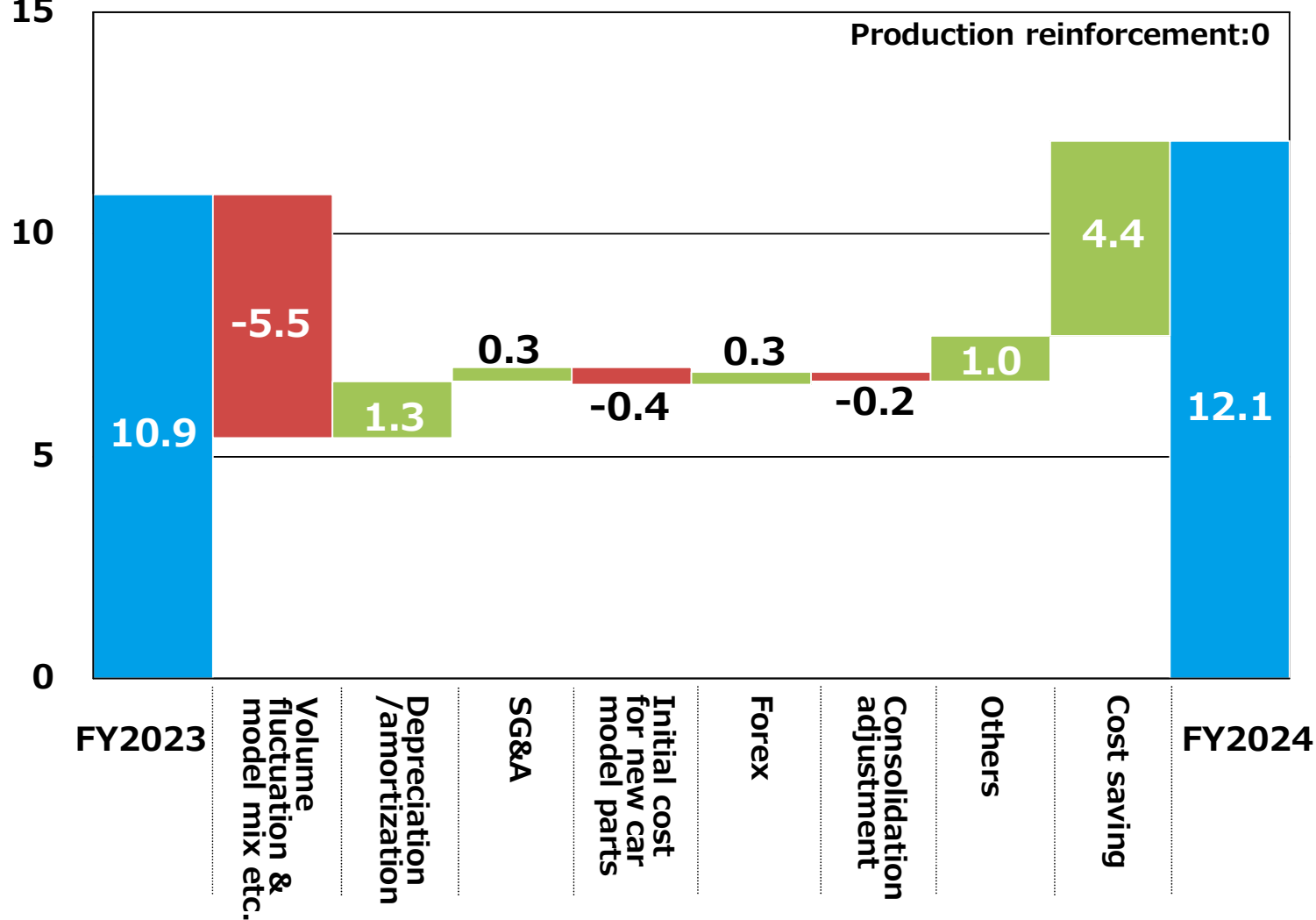
(billion yen)

		FY2023		FY2024		Variance
		Sales	%	Sales	%	
Other customers	Sub-total	75.7	22.6%	84.3	25.5%	+2.9%
Honda	Honda of America Mfg., Inc.	12.1	3.6%	15.4	4.7%	+1.1%
	Honda De Mexico, S.A. De C.V.	3.2	1.0%	4.0	1.2%	+0.2%
	Honda Motor Co., Ltd.	2.7	0.8%	3.2	1.0%	+0.2%
	P.T. Honda Prospect Motor	1.4	0.4%	1.2	0.4%	0.0%
MITSUBISHI MOTORS CORPORATION (Incl. overseas operations)		14.0	4.2%	14.0	4.2%	0.0%
Renault	Renault	5.7	1.7%	8.5	2.6%	+0.9%
	Renault Nissan India	1.2	0.4%	1.4	0.4%	0.0%
Stellantis N.V.		6.7	2.0%	5.2	1.6%	-0.4%
AISIN CORPORATION (Incl. overseas operations)		4.3	1.3%	4.6	1.4%	+0.1%
Mazda	Mazda Motor Corporation	2.6	0.8%	2.3	0.7%	-0.1%
	Mazda Motor Manufacturing de Mexico, S.A. de C.V.	1.6	0.5%	1.4	0.4%	-0.1%
JATCO (Excl. Nissan Motor) (Incl. overseas operations)		3.1	0.9%	2.3	0.7%	-0.2%
Dynax Corporation (Incl. overseas operations)		1.7	0.5%	1.4	0.4%	-0.1%
SUBARU CORPORATION		1.3	0.4%	1.3	0.4%	0.0%
Musashi Seimitsu Industry Co., Ltd. (Incl. overseas operations)		0.5	0.1%	1.0	0.3%	+0.2%
TOYODA IRON WORKS CO., LTD. (Incl. overseas operations)		0.4	0.1%	0.4	0.1%	0.0%
SUZUKI MOTOR CORPORATION (Incl. overseas operations)		0.5	0.1%	0.4	0.1%	0.0%
Hino Motors, Ltd. (Incl. overseas operations)		0.4	0.1%	0.3	0.1%	0.0%
UD Trucks Corporation		0.2	0.1%	0.3	0.1%	0.0%
BYD Company Limited		—	—	0.2	0.1%	—
Isuzu Motors Limited (Incl. overseas operations)		0.2	0.1%	0.2	0.1%	0.0%
NSK-Warner K.K.		0.4	0.1%	0.1	0.0%	-0.1%
NIO Inc.		—	—	0.03	0.0%	—



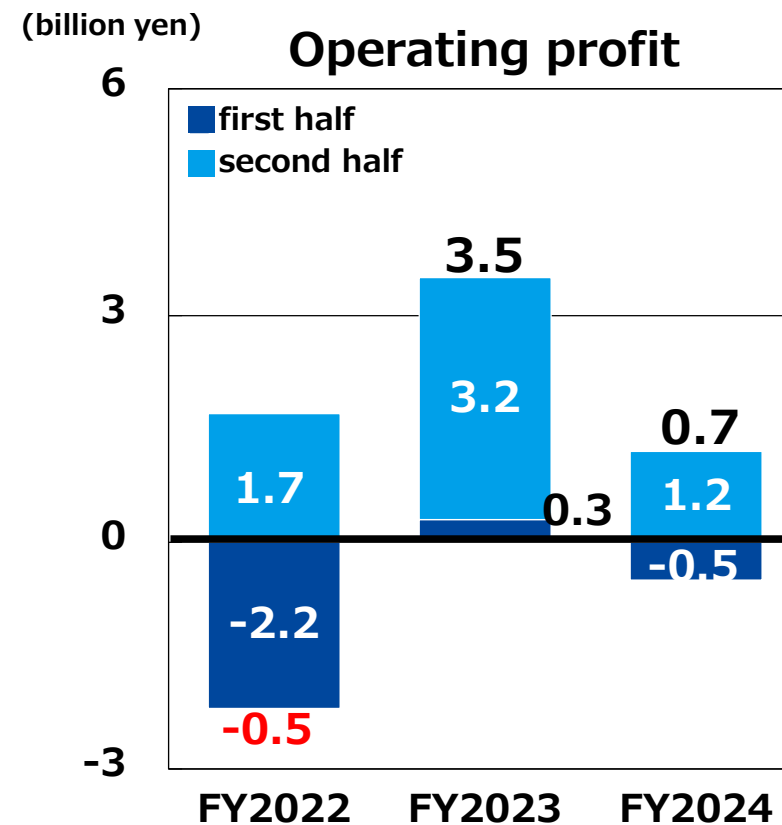
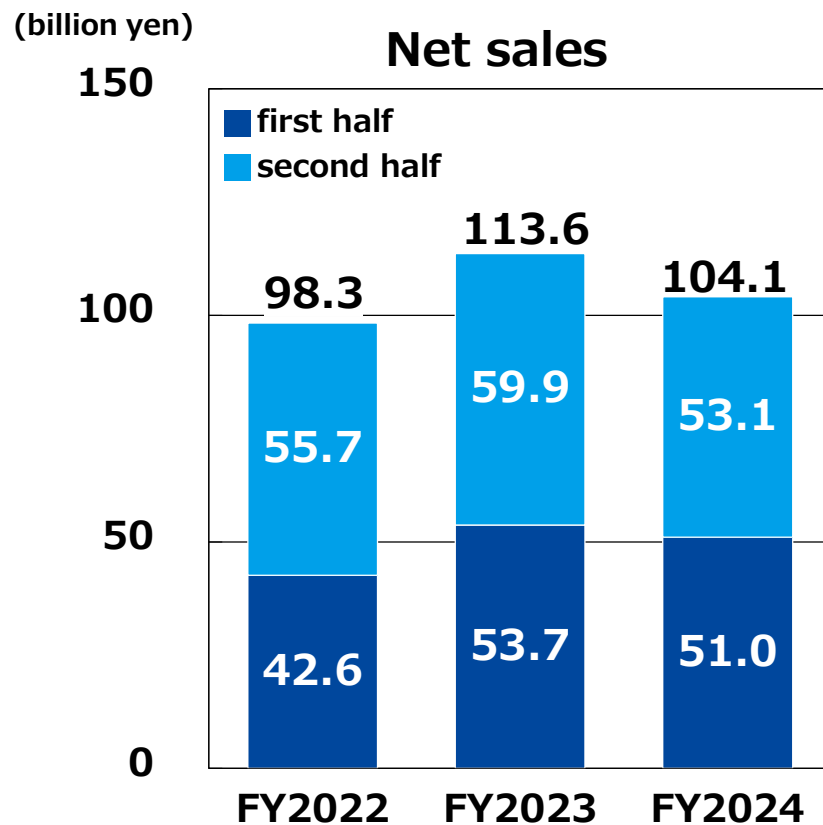
# Operating Profit Variance Analysis

(billion yen)



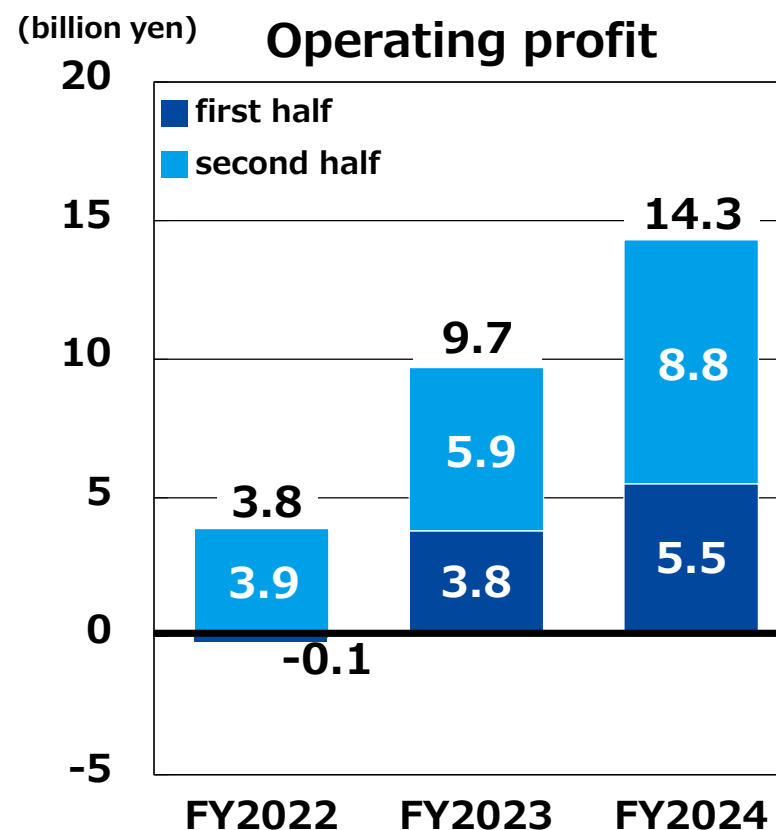
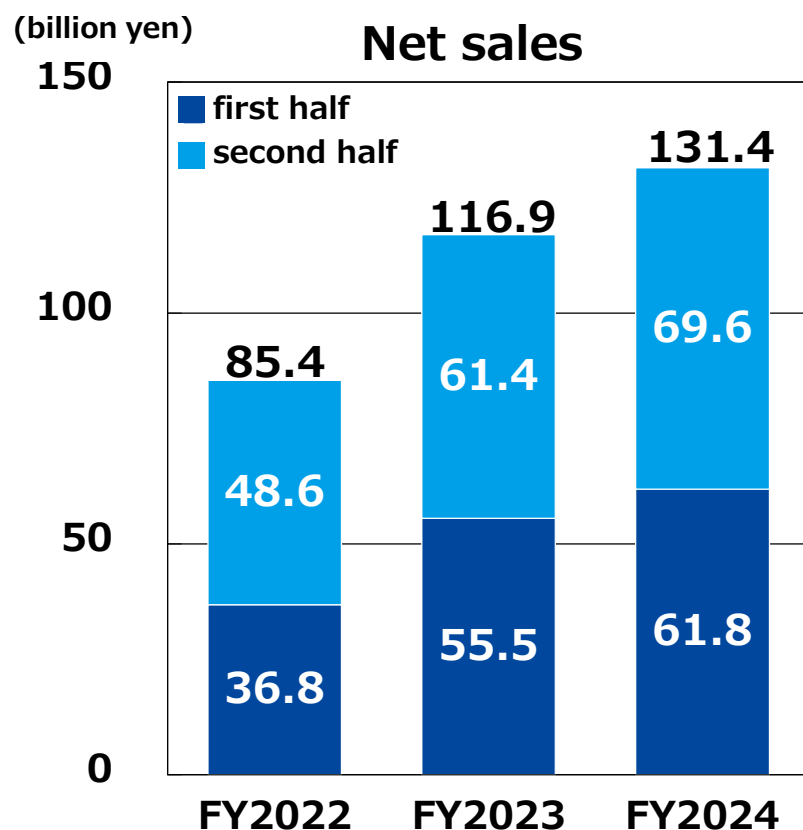
# Sales/Operating Profit by Region (Japan)

- Net sales decreased by 8.4% mainly due to the impact of customers' production decrease.
- Operating profit decreased by 2.8 billion yen because of the sales decrease.



# Sales/Operating Profit by Region (The Americas)

- Net sales increased by 12.4% due to the weaker yen exchange rate in spite of the impact of customers' production decrease.
- Operating profit increased by 47.4% due to the efforts of cost saving.

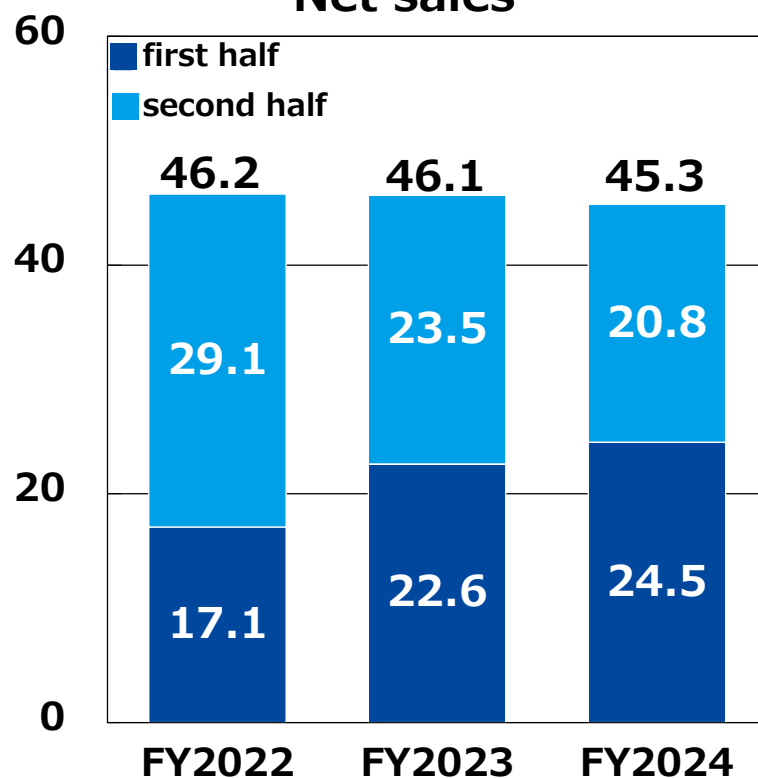


# Sales/Operating Profit by Region (Europe)

- Net sales decreased slightly by 1.7% due to the customers' production cutbacks in spite of Forex impact.
- Operating profit turned to profitability due to the efforts of cost saving.

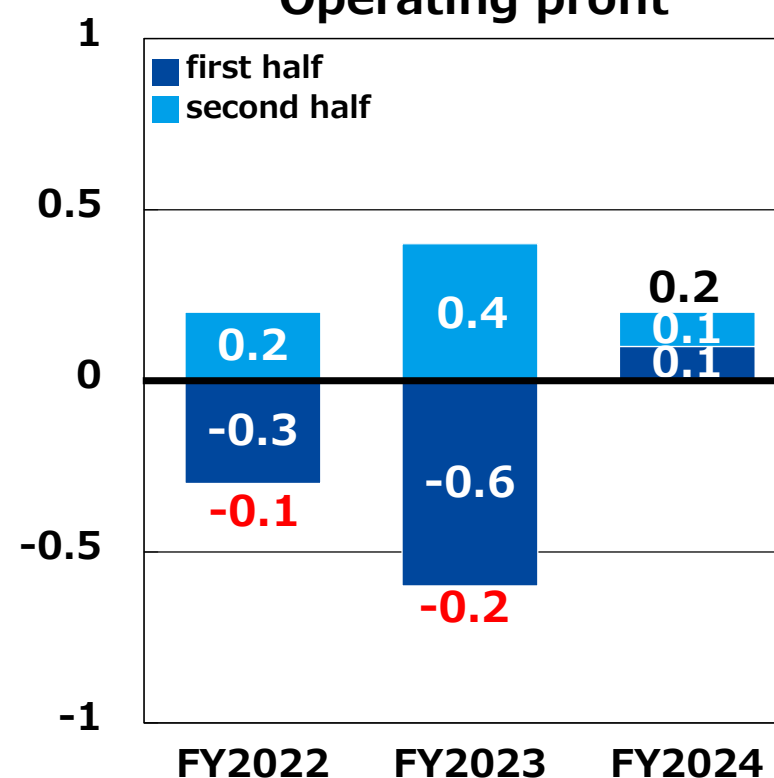
(billion yen)

## Net sales



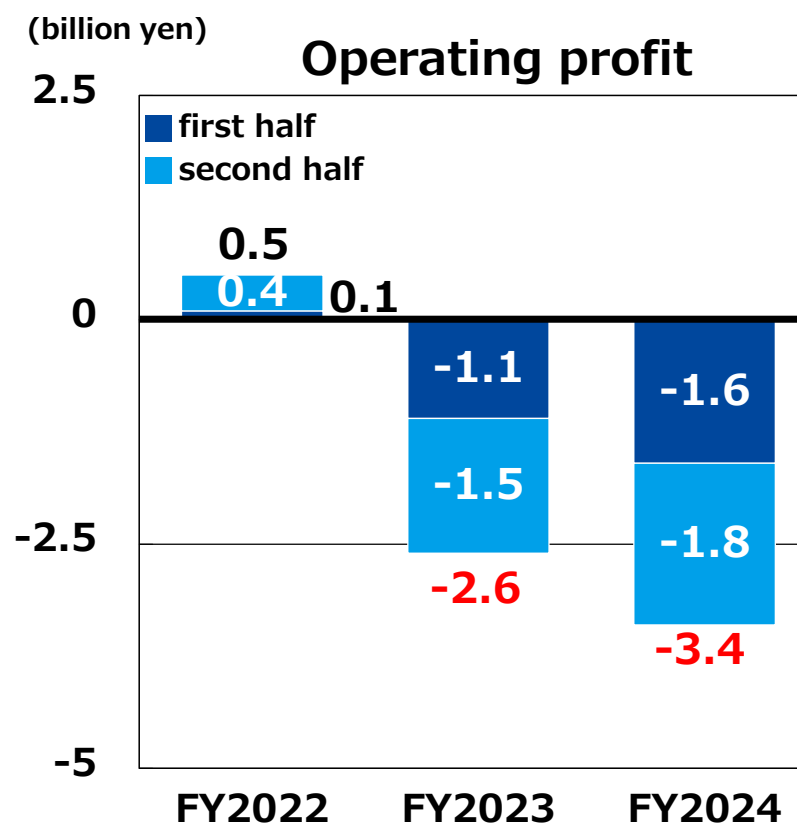
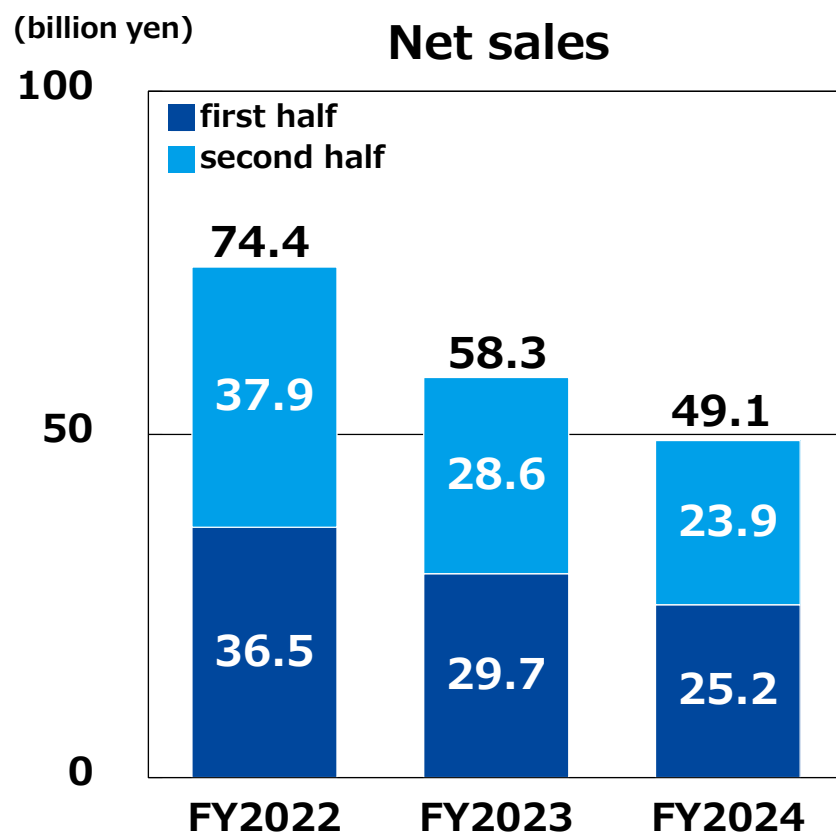
(billion yen)

## Operating profit



## Sales/Operating Profit by Region (Asia)

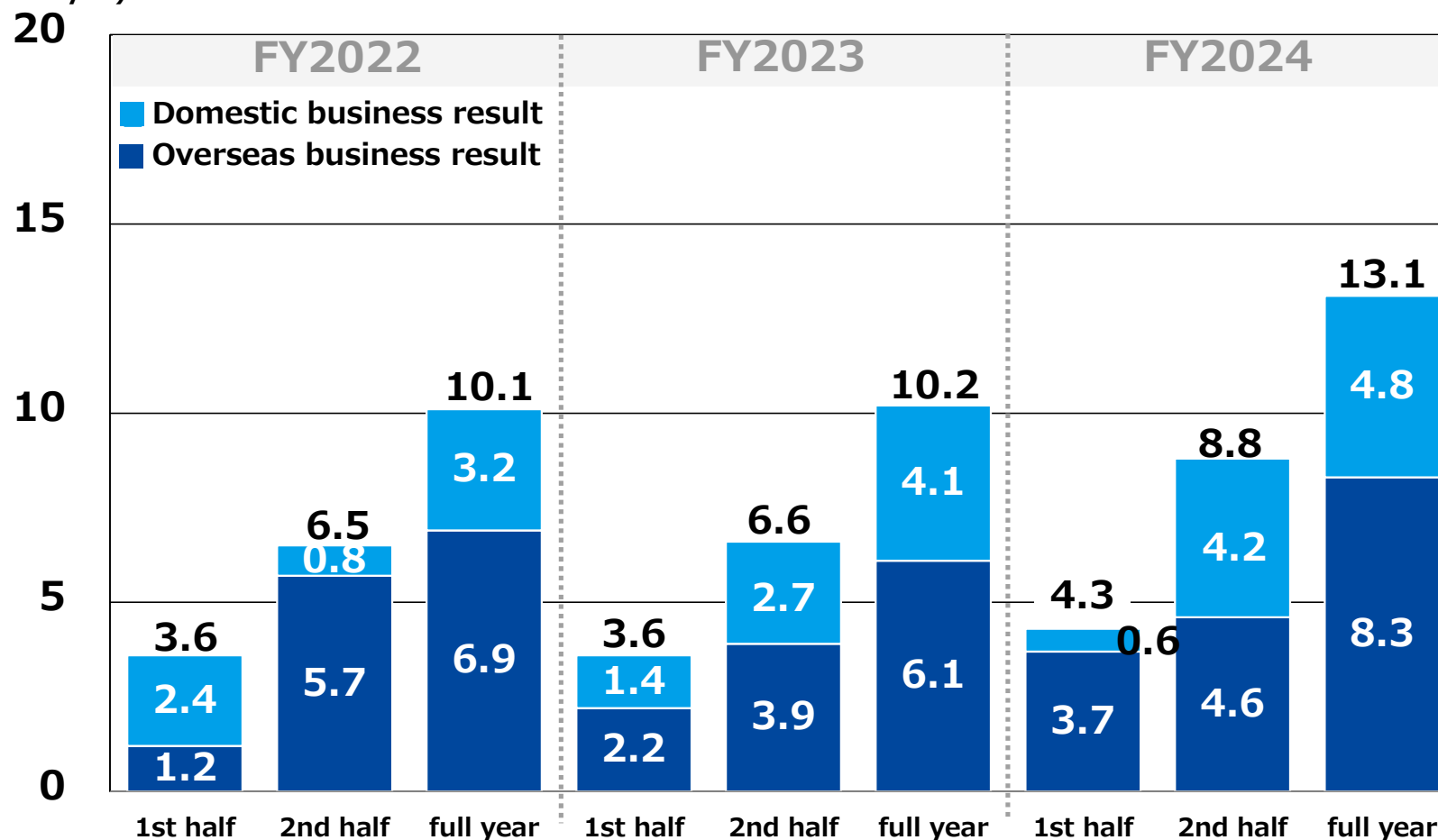
- Net sales decreased by 15.8% due to the customers' production cutbacks in spite of Forex impact.
- Operating loss was 3.4 billion yen as a result of the significant decline in volume fluctuation.



# Capital Investment

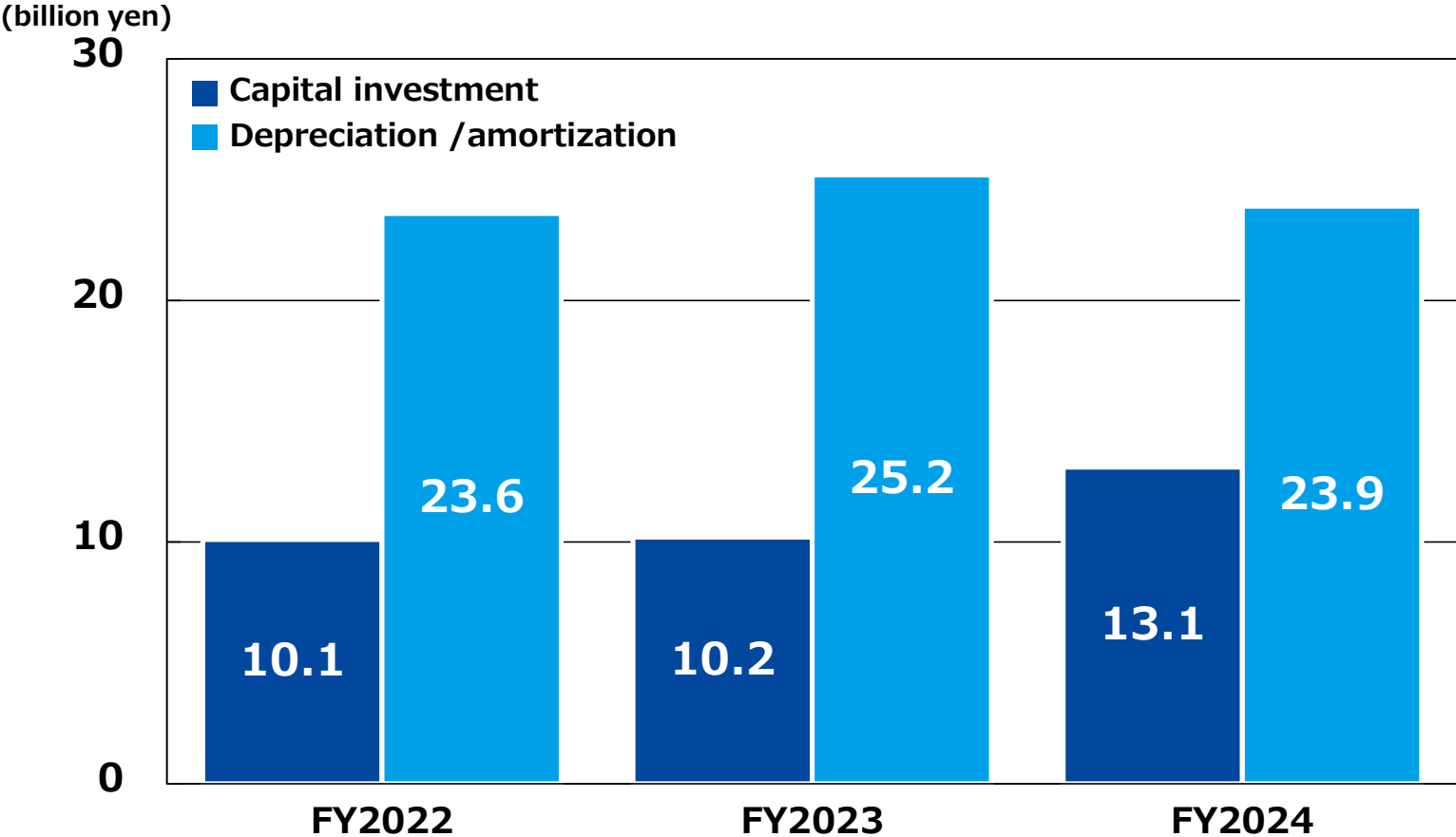
- Capital investment increased by 2.9 billion yen from the previous year.  
(7.2 billion yen decreased compared to the plan)

(billion yen)



# Capital Investment & Depreciation/Amortization

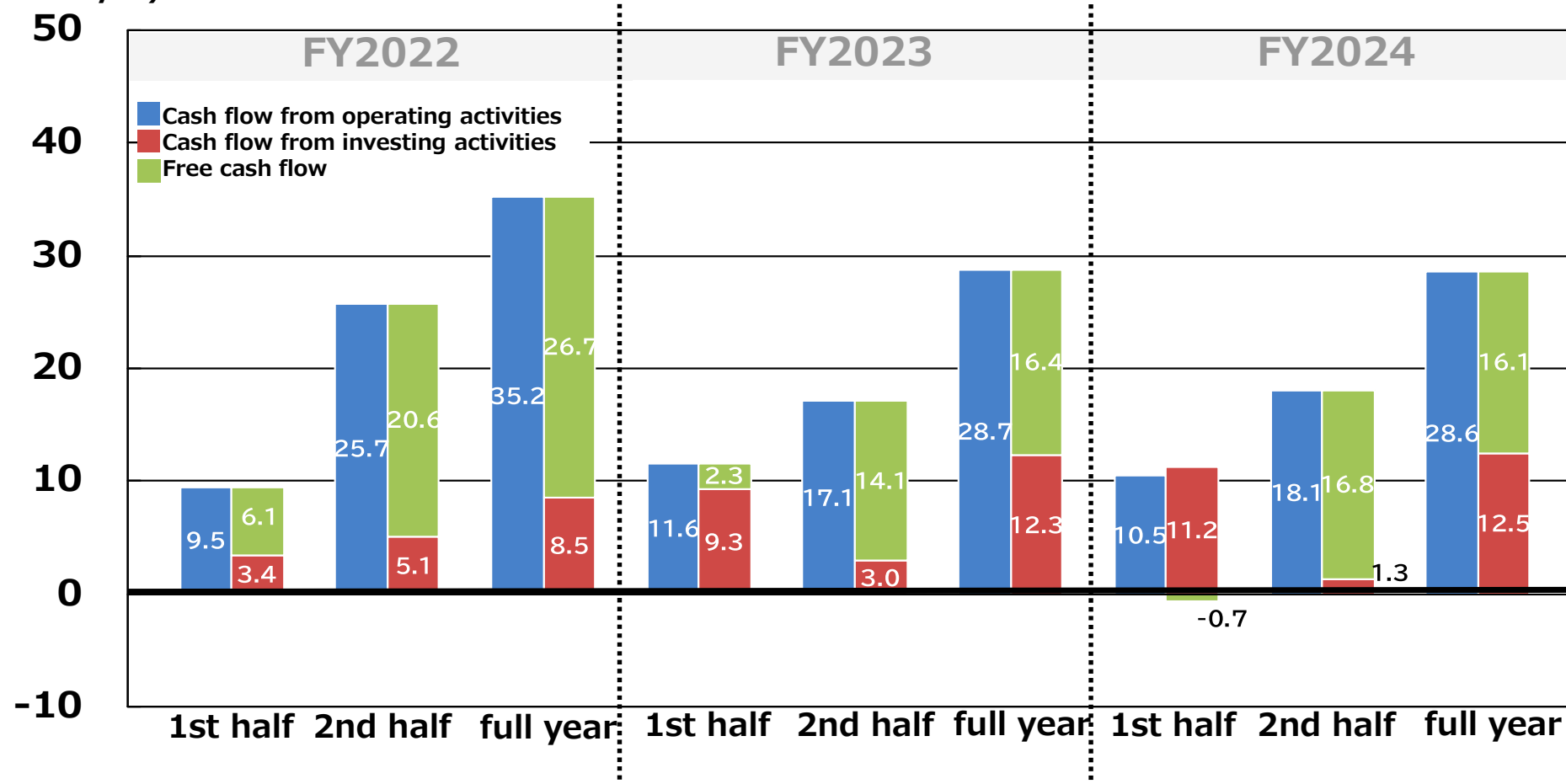
- Depreciation/Amortization decreased by 1.3 billion yen from the previous year.  
(0.4 billion yen increased compared to the plan)



# Cash Flows

- 16.1 billion yen of free cash flow secured.

(billion yen)

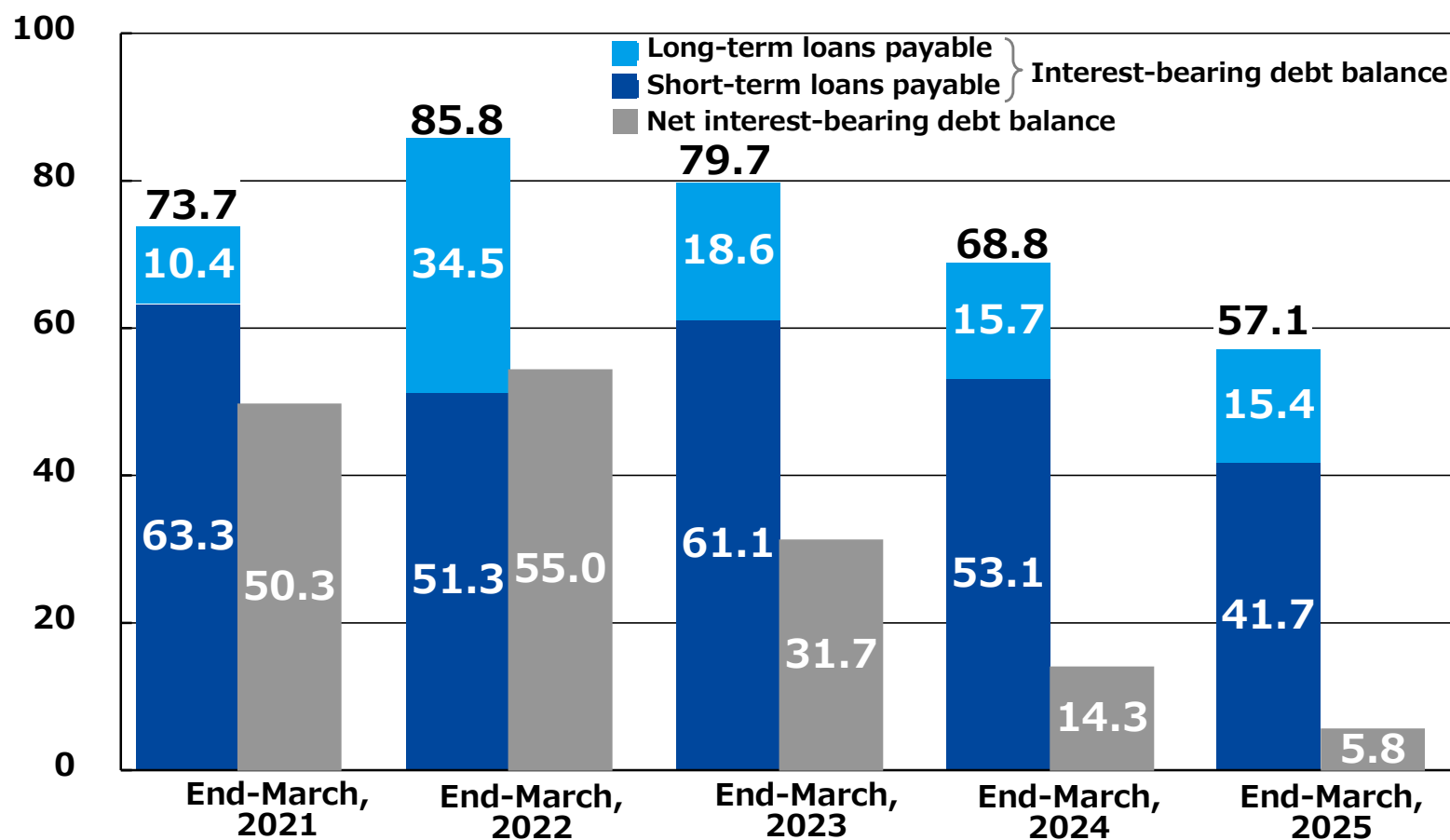




## Interest-bearing Debt & Net Interest-bearing Debt Balance

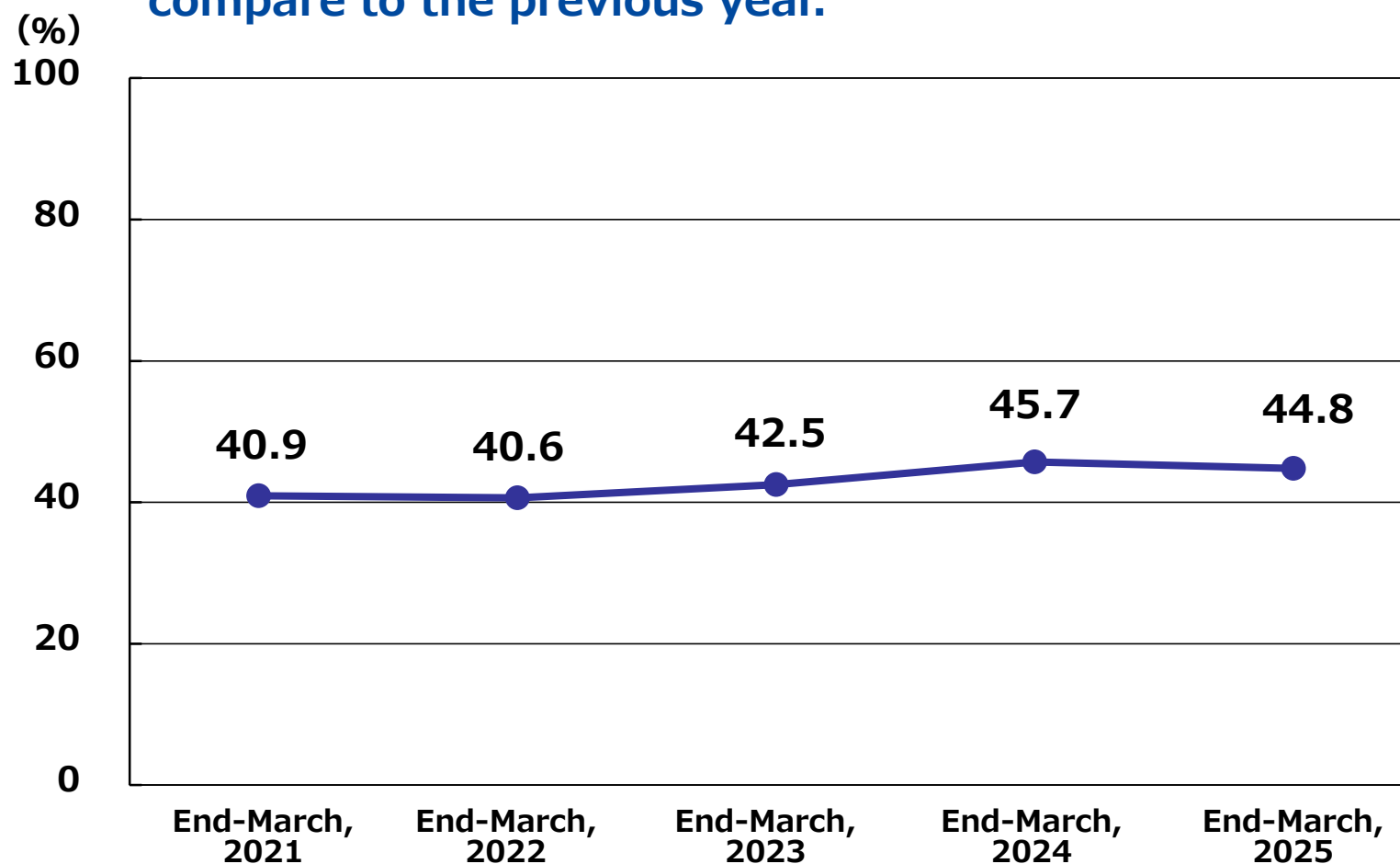
- Interest-bearing debts decreased by 11.7 billion yen on a year-on-year basis.
- Net interest-bearing debts including cash and deposits became 5.8 billion yen.

(billion yen)



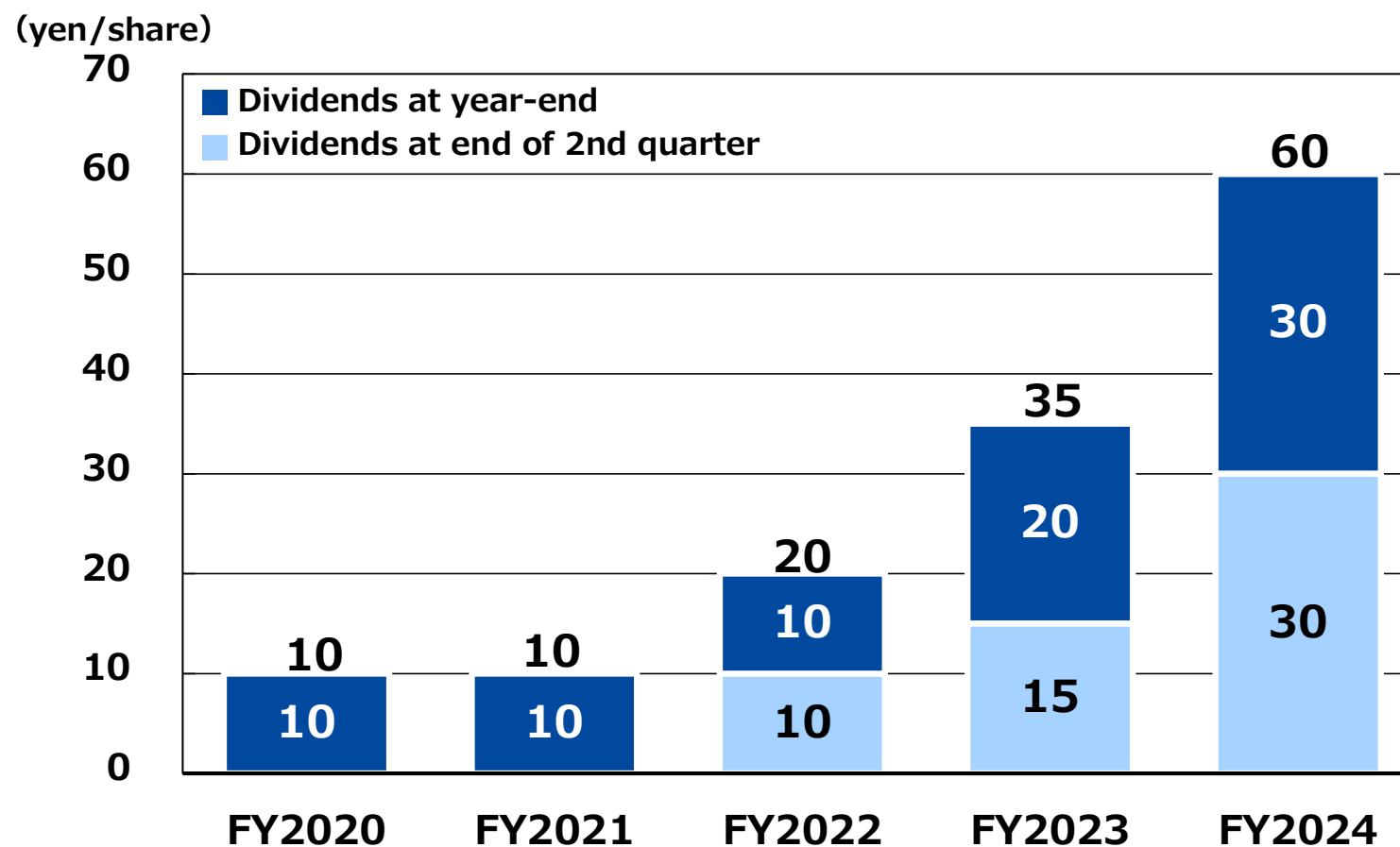
# Equity to Total Assets

- The ratio of equity to total assets decreased by 0.9% to 44.8% compare to the previous year.



# Dividends

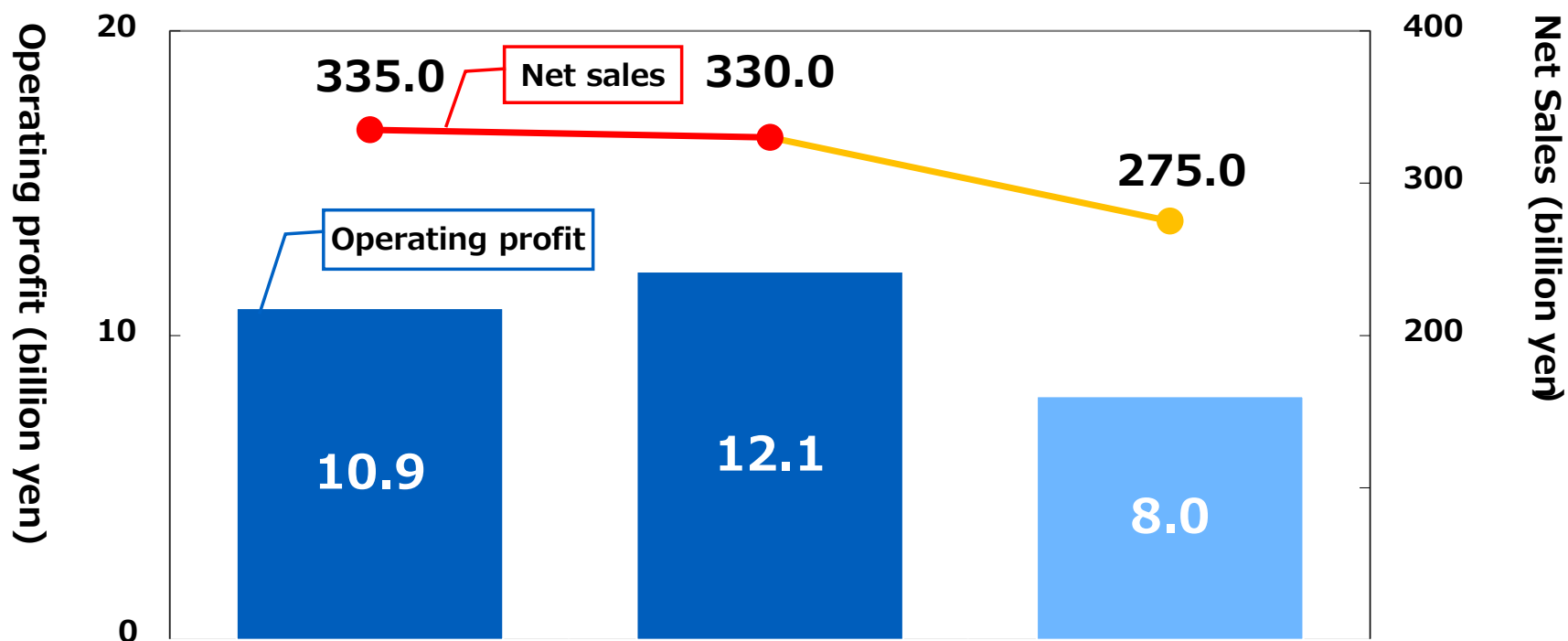
- Dividend per share of FY2024 increased to 60 yen.



# Forecast of Fiscal Year 2025

- 1. Net sales is forecast to decrease as the impact of customers' production decrease and the stronger yen.**
- 2. Operate income is forecast to decrease due to the drop of net sales in spite of decrease in depreciation /amortization and effect of cost saving.**

# Consolidated Business Forecast for FY2025



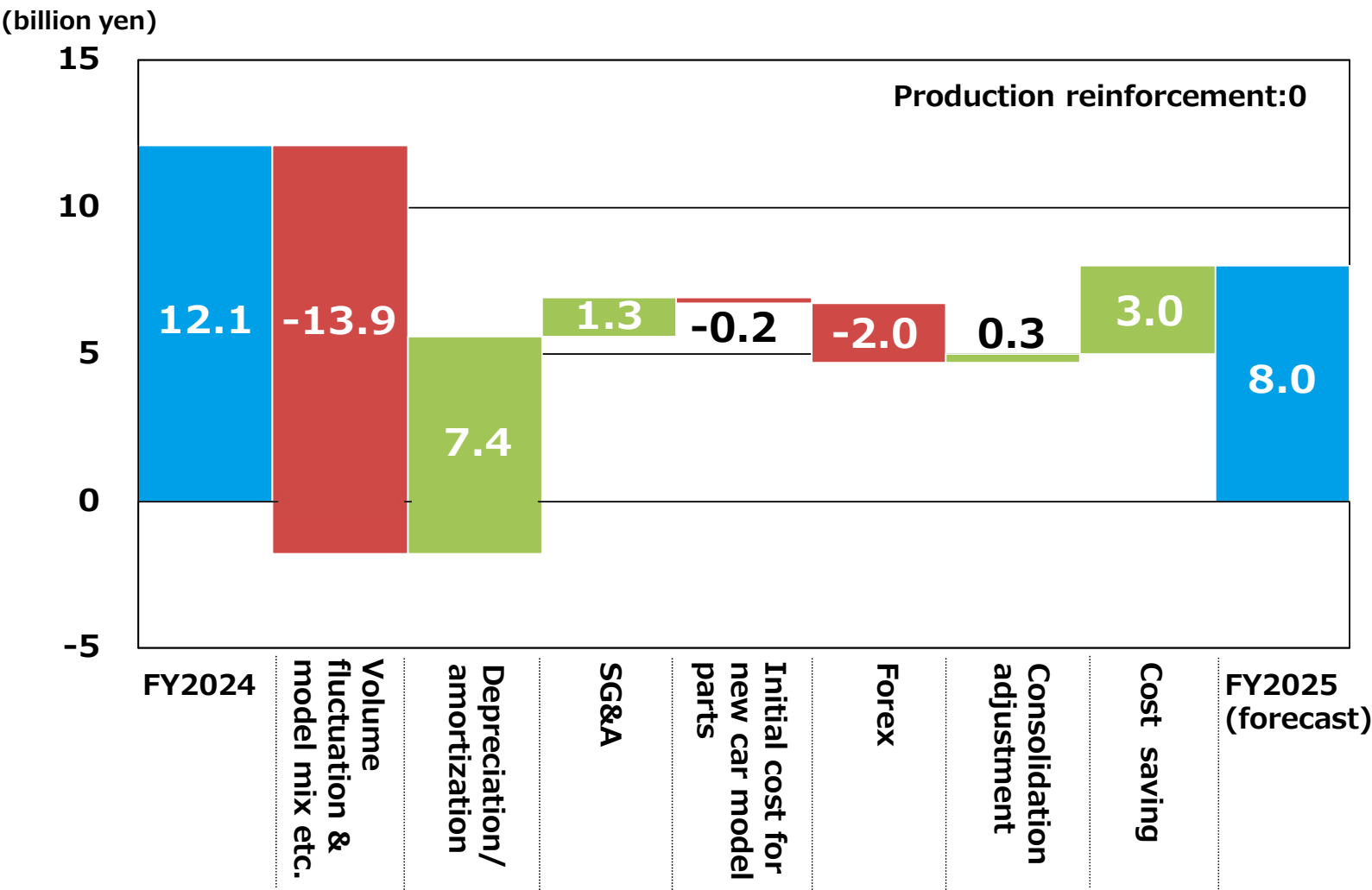
	FY2023	FY2024 (A)	FY2025 (B)	(B) - (A)
Net sales	335.0	330.0	275.0	-55.0
Operating profit	10.9	12.1	8.0	-4.1
Ordinary profit	12.5	13.6	8.0	-5.6
Net income attributable to owners of parent	5.2	-21.0	2.5	+23.5

# Consolidated Sales by Product Group

(billion yen)

	FY2024		FY2025		Variance	Variance %
	Sales	%	Sales	%		
Car body press products	290.2	87.9%	244.8	89.0%	-45.4	+1.1%
Precision products	33.8	10.2%	24.7	9.0%	-9.1	-1.2%
Plastic products	4.1	1.3%	4.0	1.4%	-0.1	+0.1%
Other	1.9	0.6%	1.5	0.6%	-0.4	0.0%
Total	330.0	100%	275.0	100%	-55.0	—

# Forecast of Operating Profit Variance Analysis

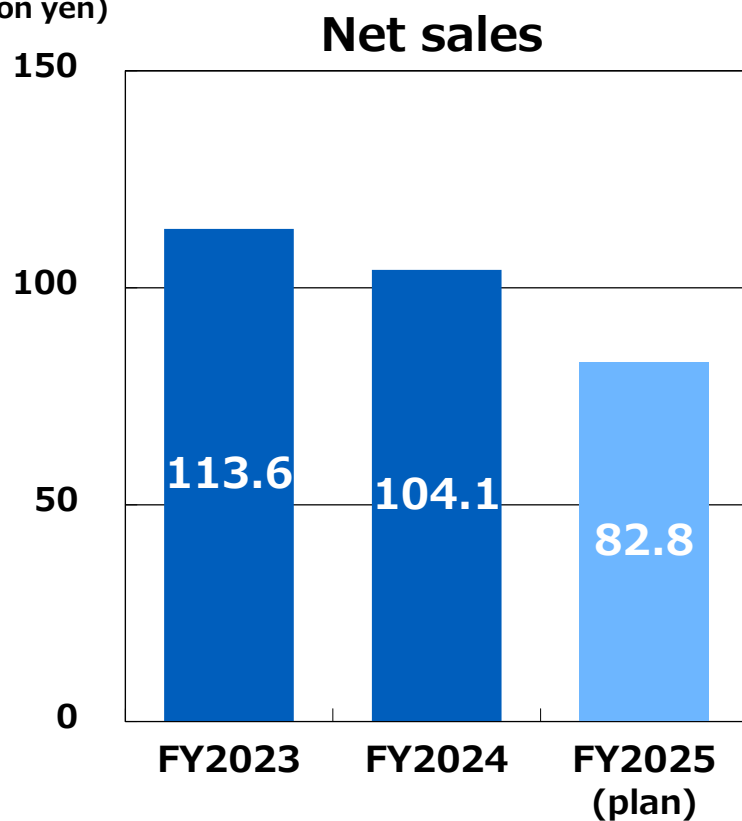




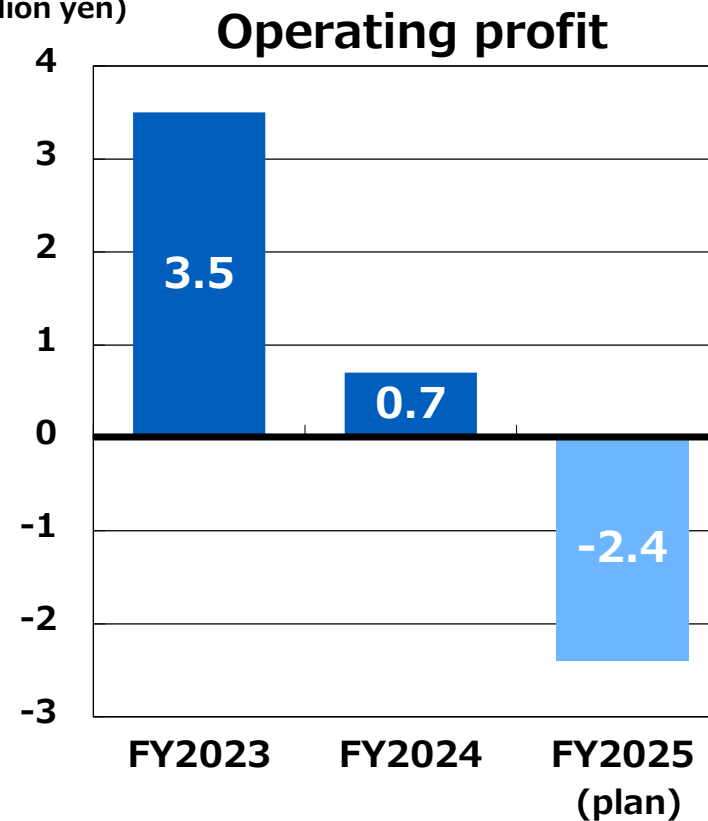
# Sales/Operating Profit by Region (Japan)

- Net sales is forecast to be lower due to customers' productions reduction.
- Operating profit is forecast to decrease due to sales decrease in spite of cost saving.

(billion yen)



(billion yen)

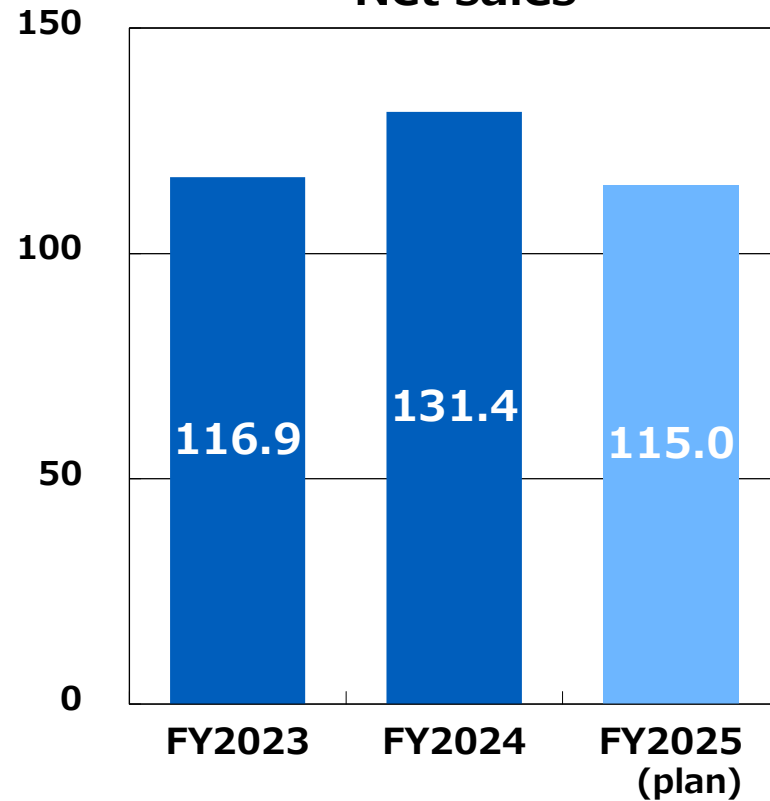


# Sales/Operating Profit by Region (the Americas)

- Net sales is forecast to decrease due to customers' production decreased and stronger yen.
- Operating profit is forecast to decline due to the sales decrease.

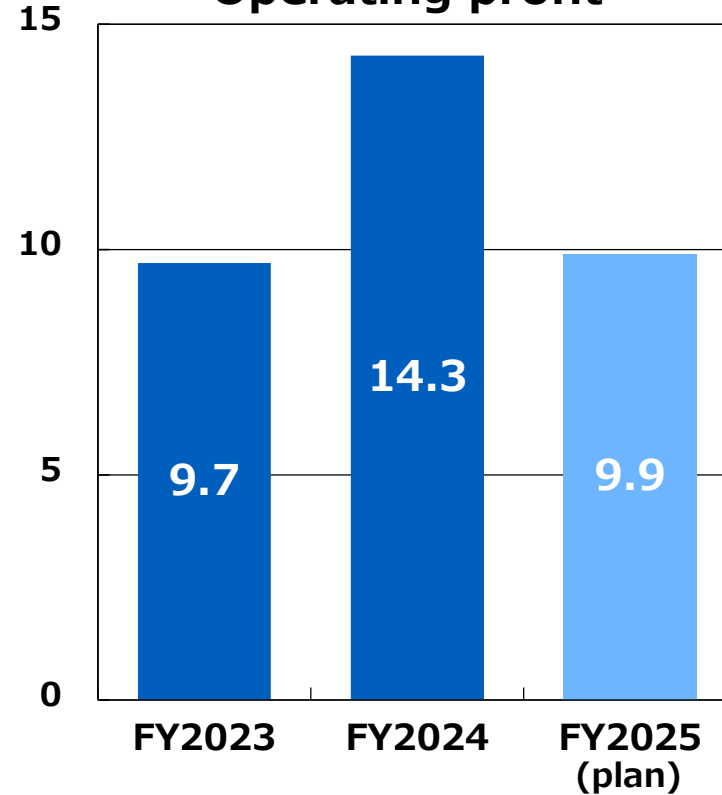
(billion yen)

Net sales



(billion yen)

Operating profit

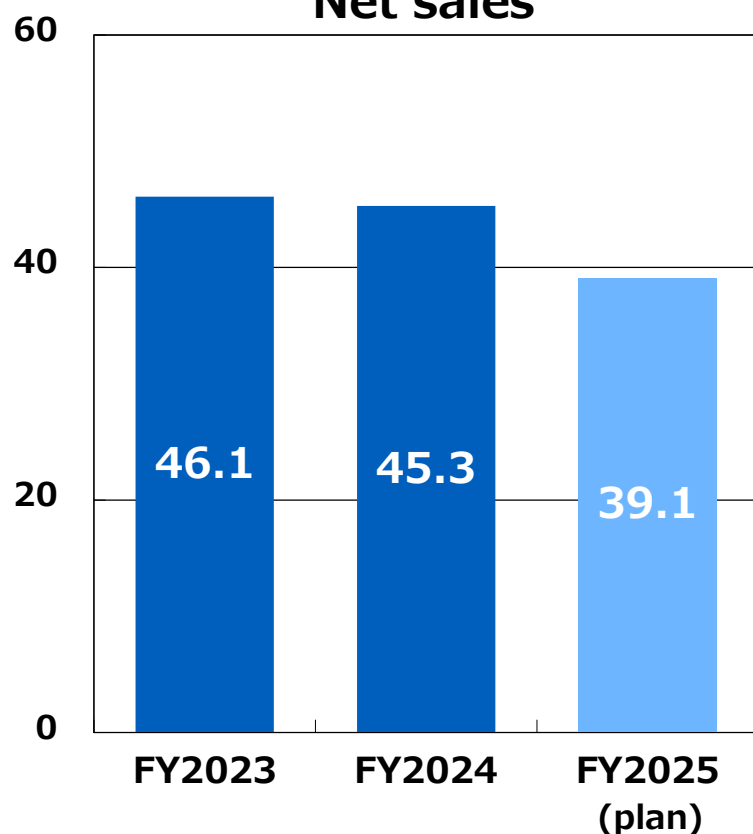


# Sales/Operating Profit by Region (Europe)

- Net sales is forecast to decrease due to customers' production decreased and stronger yen.
- Despite the decline in net sales, operating profit is projected to be the same level as the previous year due to cost saving.

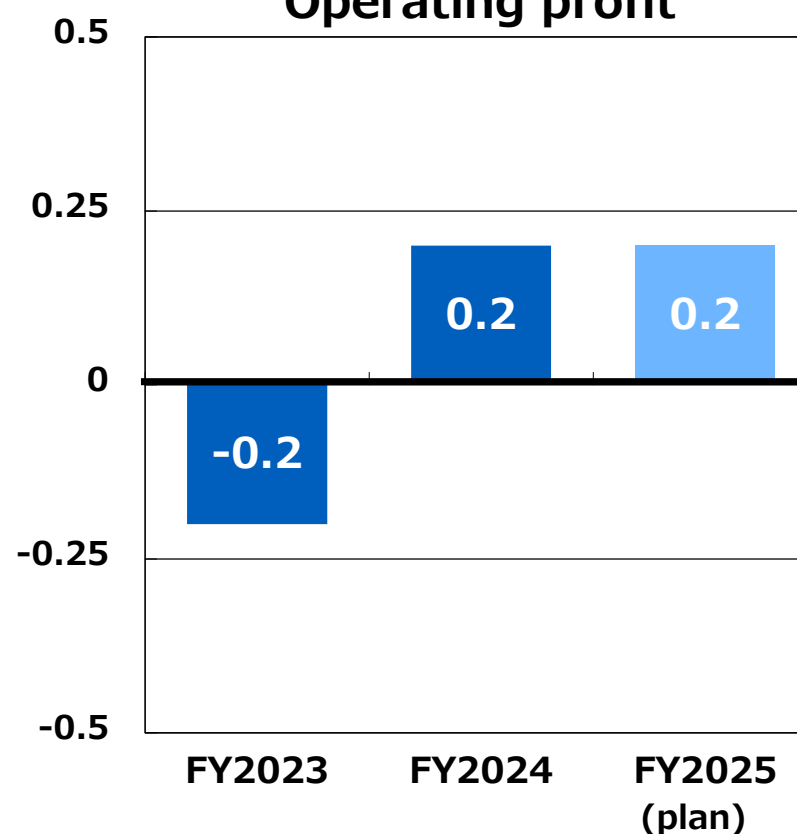
(billion yen)

Net sales



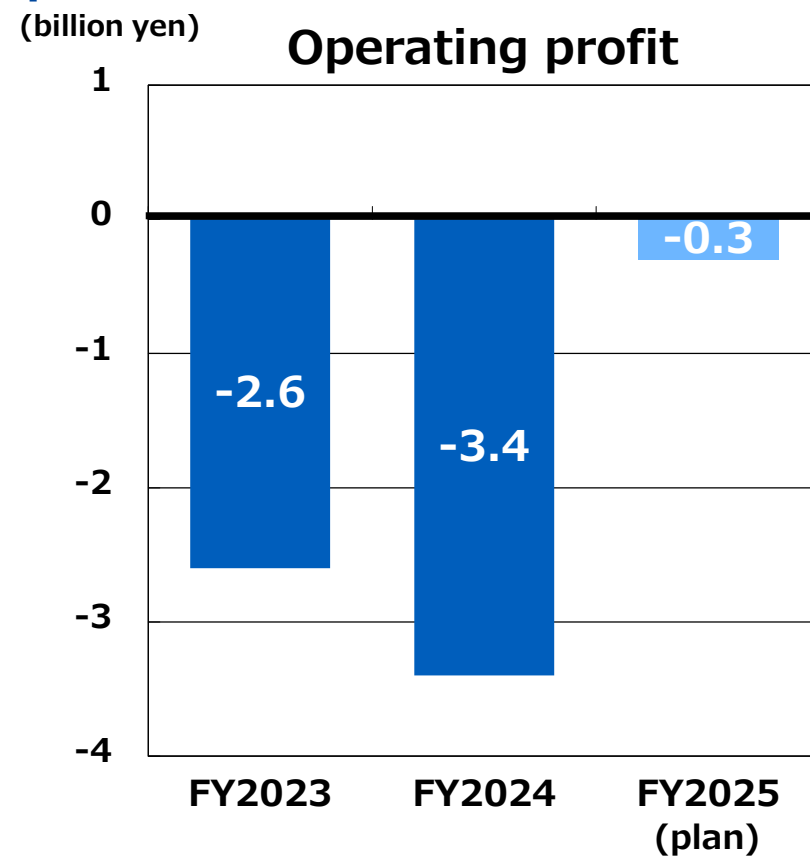
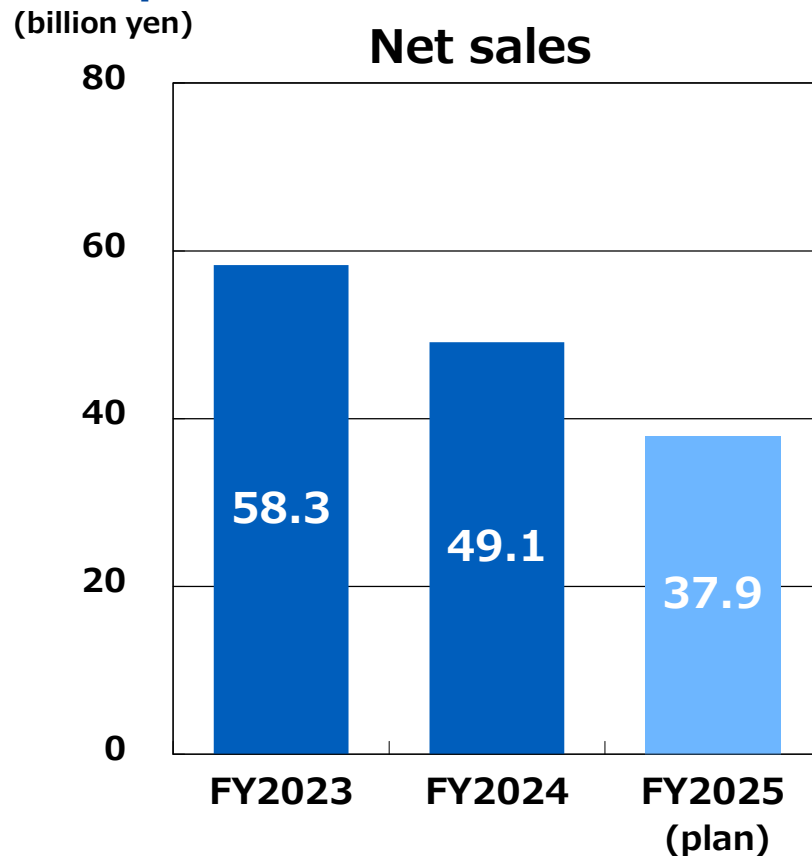
(billion yen)

Operating profit



# Sales/Operating Profit by Region (Asia)

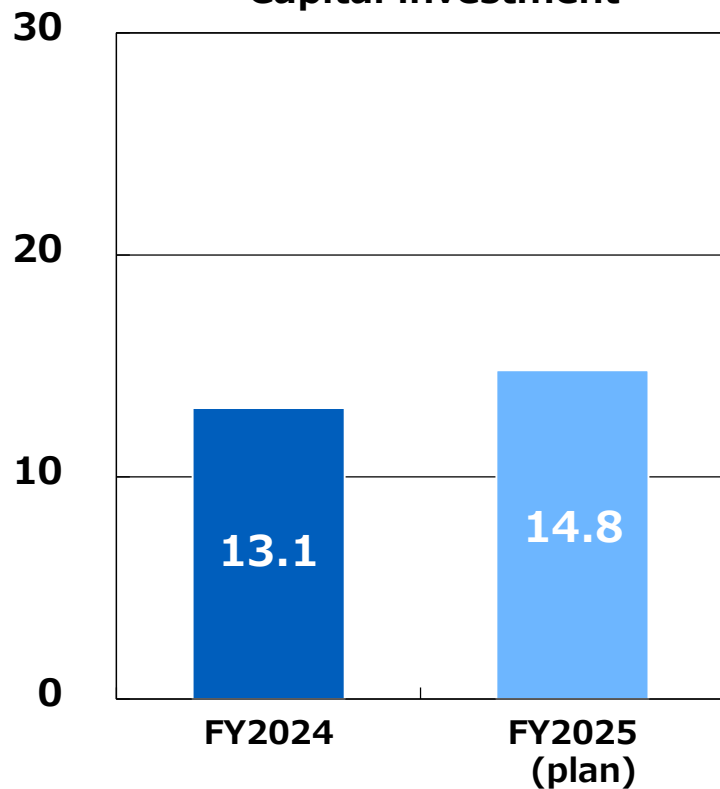
- Net sales is forecast to decrease due to customers' production decreased and stronger yen.
- Despite the decline in net sales, operating profit is projected to be significantly improved due to the decrease in depreciation /amortization.



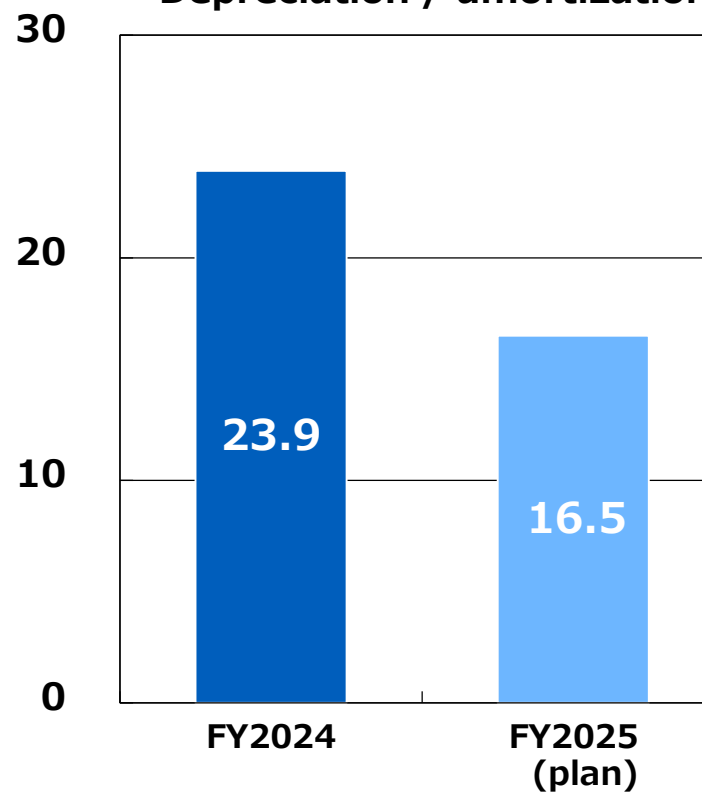
# Capital investment & Depreciation / Amortization plan

- 1.7 billion yen increase from the previous year is planned in capital investment.
- Depreciation / amortization is projected to decrease by 7.4 billion yen.

(billion yen) Capital investment



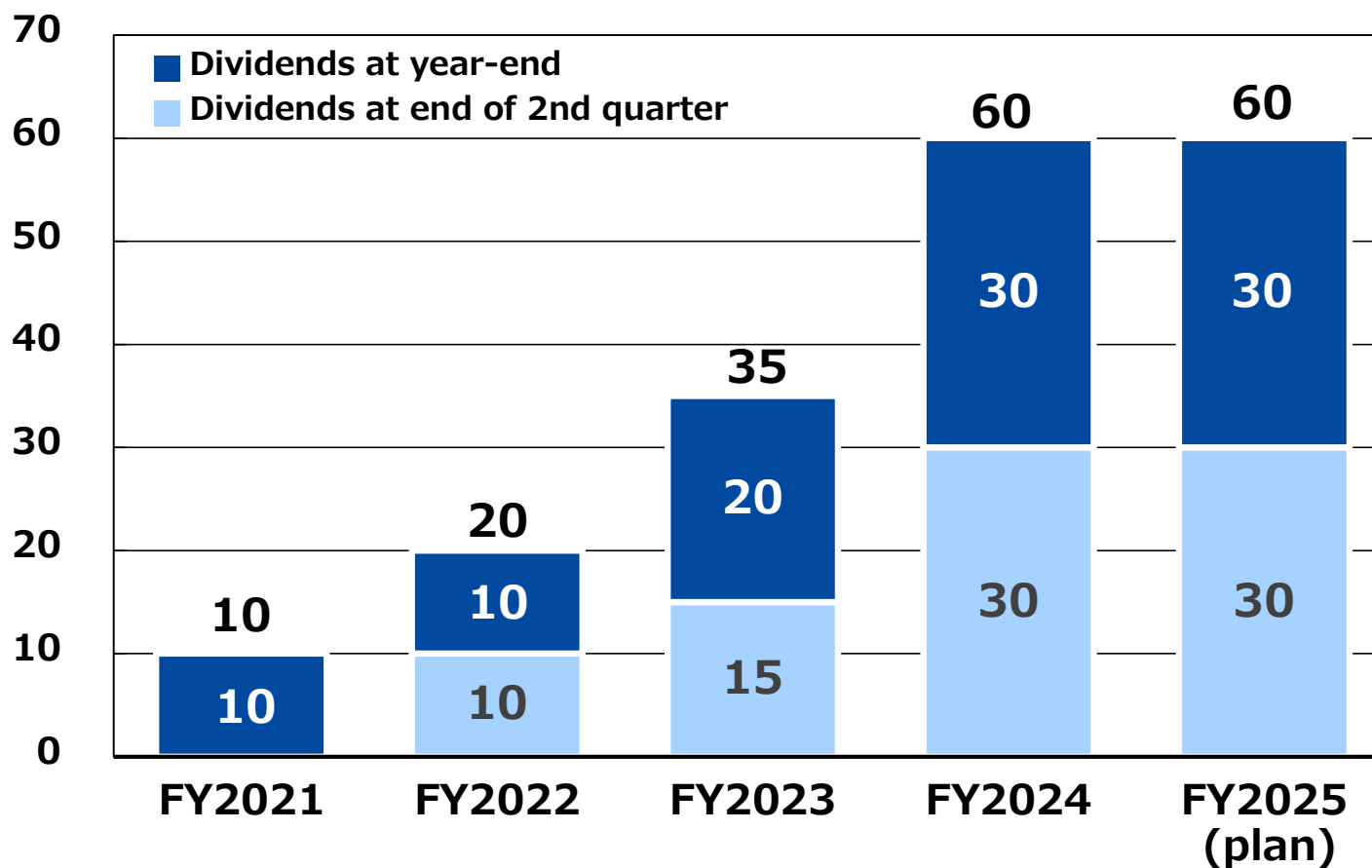
(billion yen) Depreciation / amortization



# Dividends

- The annual dividend per share for FY2025 is projected to be 60 yen.

(yen/share)



# **FY2025-2027 Medium-term Management Policies:**

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

## Establishment of FY2025-2027 Medium-term Management Policies

Unipres faces a rapidly changing external environment, with significantly increased uncertainties. Factors including the risk of US tariffs, intensified competition from Chinese auto manufacturers, etc., and policy changes and market trends of each country surrounding EVs make predicting the future extremely difficult.

In this business environment, we will continue to implement the structural reform and further enhance cost competitiveness with the three-year plan starting from FY2025. We will also accelerate strategic technology development for new products and areas. These initiatives will enable us to build a solid business platform for achieving further growth.

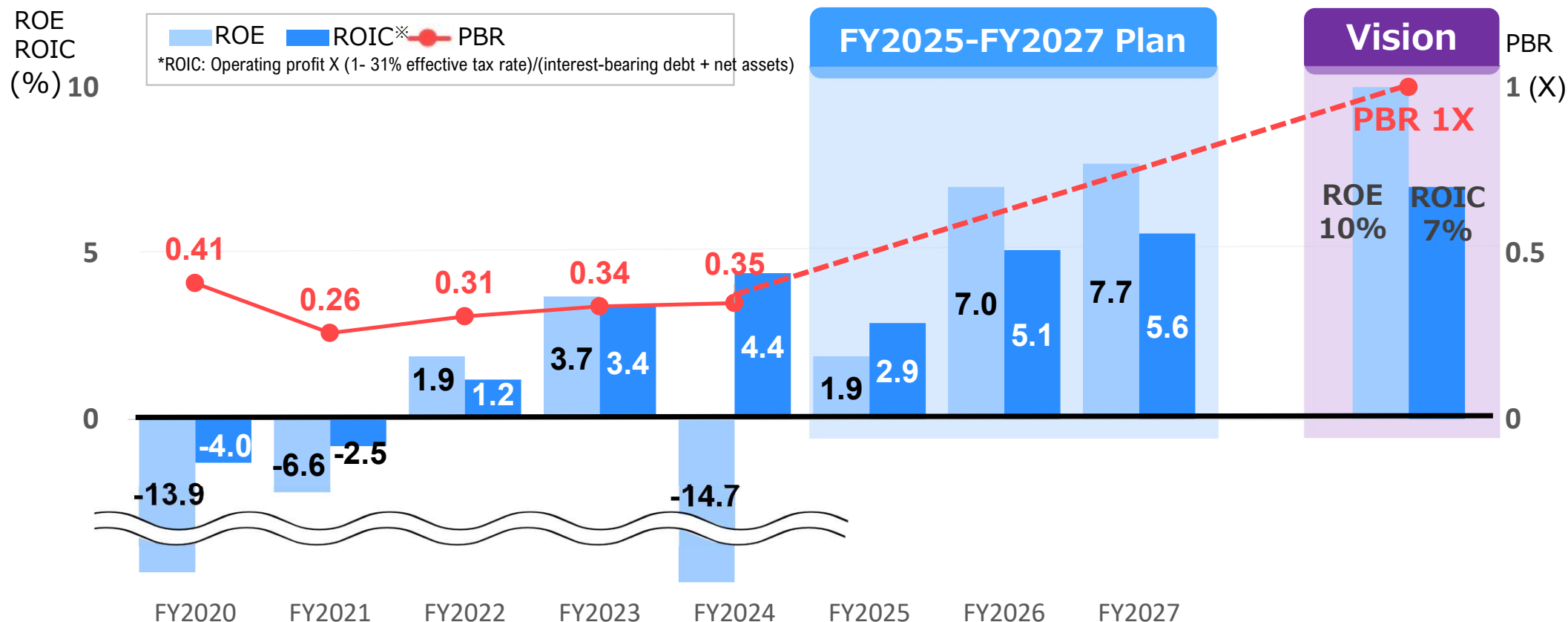


- 1. Analysis of the current situation**
  - 2. Policies and targets**
  - 3. Measures to be undertaken**
-

- 1. Analysis of the current situation**
  2. Policies and targets
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-

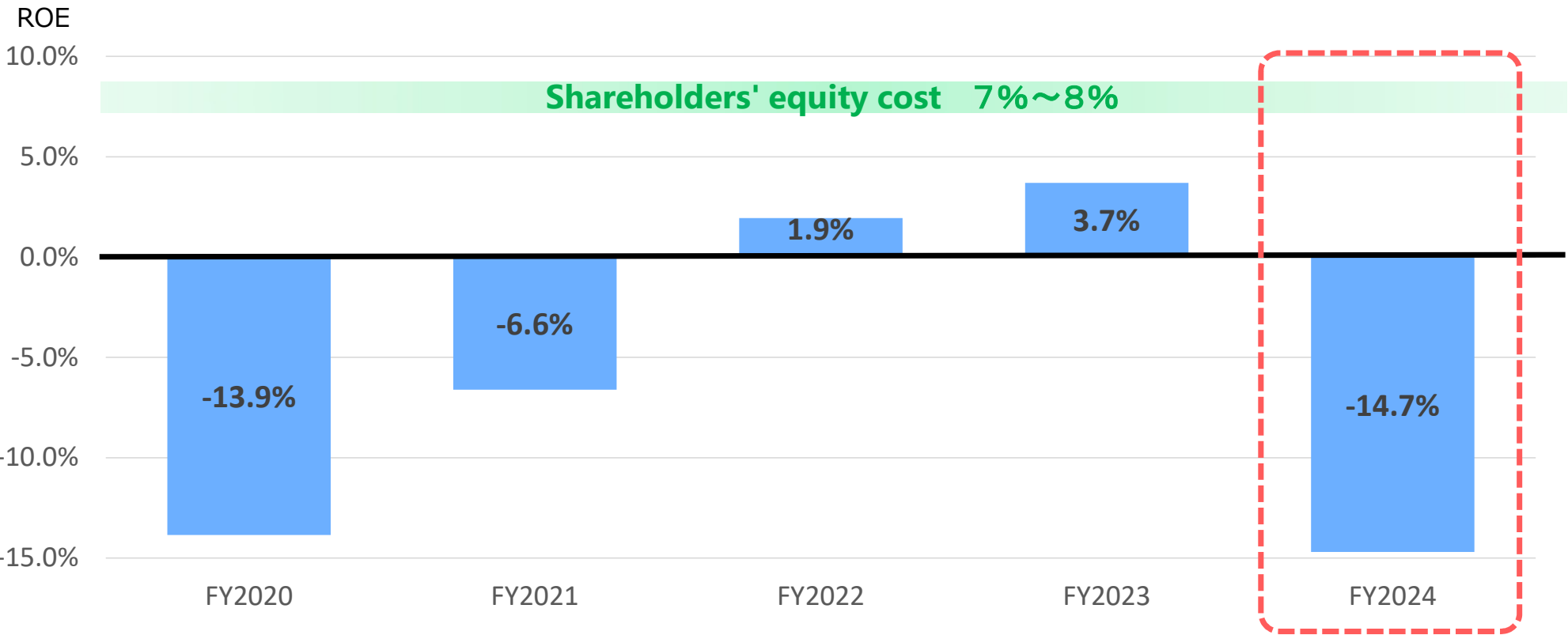
# Changes of ROE, ROIC, and ROE

- Sluggish revenue growth due to sharp deceleration of China business, despite steady recovery from the COVID-19 pandemic
- The challenge is to strengthen the revenue capacity as growth in production units is uncertain



# The Relationship Between Shareholders' Equity Cost and ROE

Efforts to achieve ROE that exceeds the cost of shareholders' equity must be strengthened



1. Analysis of the current situation
  - 2. Policies and targets**
  3. Measures to be undertaken
-

# Current Environment and Issues to be Addressed

## Current environment

### Changes in auto manufacturer trends

- Increased new players, including Chinese OEMs
- Intensified price competition

### Uncertainties of EV trend

- Change in US EV policies
- Relaxation of CO<sub>2</sub> emissions rules in EU and other countries
- Competition between BEV, HEV, and PHEV

### Uncertain economic trend

- Increased risks, including US tariffs
- Economic policies stalling due to political tensions

FY2025

FY2026 onwards

**Structural reform**

**Build optimal  
production system**

**Smartification**

**Improve cost competitiveness**

**Growth strategy**

**Enhance/accelerate strategic technology  
development**

# Unwavering Focus on Corporate/ Shareholder Value Maximization

**In addition to business and financial aspects,  
strengthen initiatives targeting different stakeholders**

## Improvement of PBR

### Enhancement of ROE

#### Business strategies

- Build optimal production system
- Improve cost competitiveness through smartification
- Enhance/accelerate strategic technology development

#### Financial strategies

- Resilient revenue structure that can withstand changes in production volume
- Optimal equity capital for the business structure

### Improvement of PER

#### Enhancement of shareholder returns

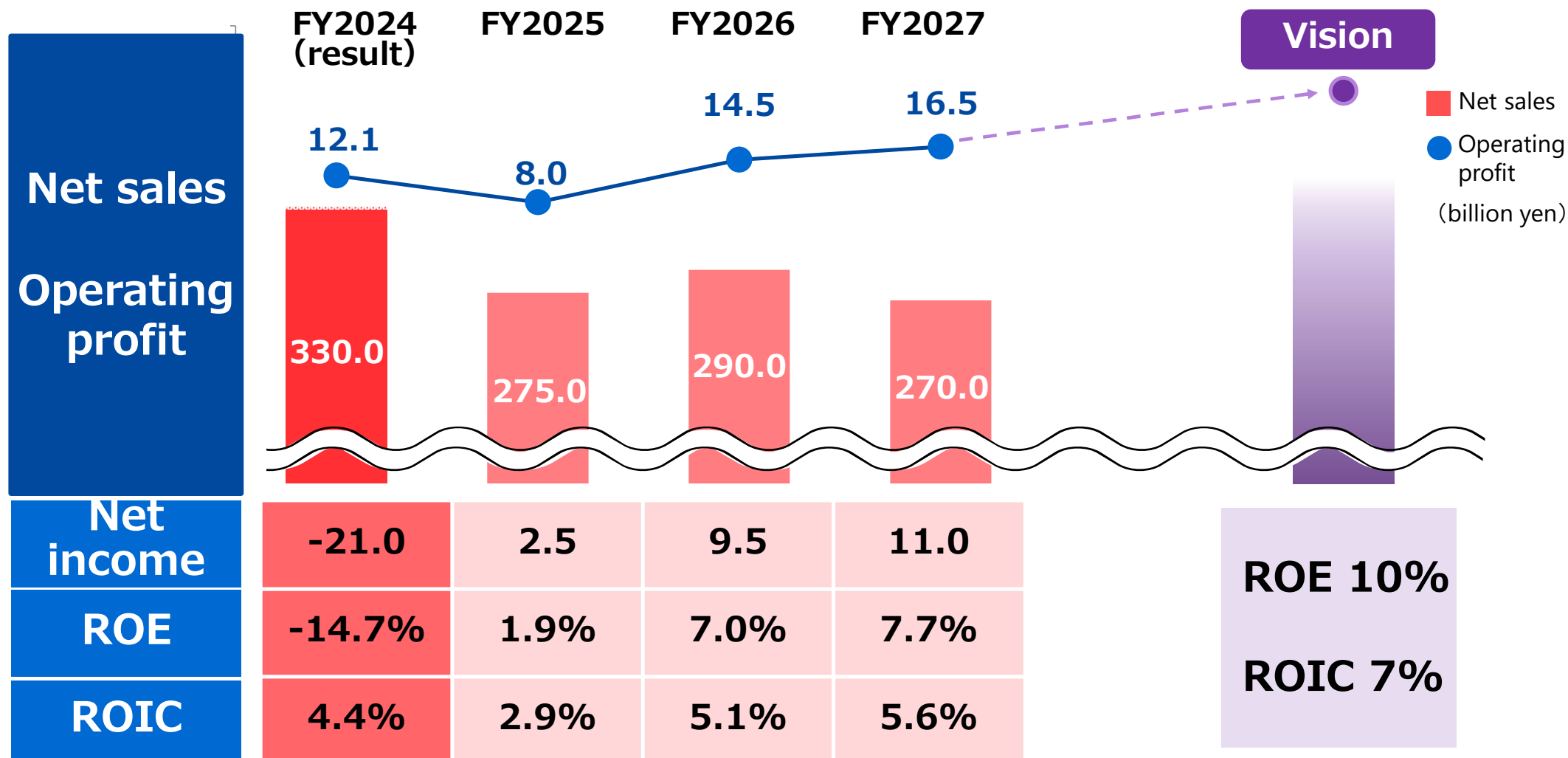
- Dividend policy with DOE as an indicator
- Flexible acquisition of treasury stock

#### Growth expectations

- Achieve Sustainability Management
- Enhance communication with investors

# FY2025-2027 Medi-term Management Policies

## Quantitative Target





1. Analysis of the current situation
  2. Policies and targets
  3. **Measures to be undertaken**
-

# Business strategies

**Business  
Strategies**

Shareholder return  
enhancement

Financial strategies

Growth expectations



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## Structural reform

**Build optimal  
production system**

**Fundamental review  
of the production  
system**

## Smartification

**Improve cost  
competitiveness**

**Strengthen initiatives  
for achieving smart  
plants and smart  
development**

## Growth strategy

**Enhance /accelerate  
strategic technology  
development**

**Accelerate technology  
development for new  
products and areas, in  
addition to increasing  
added value of existing  
products**

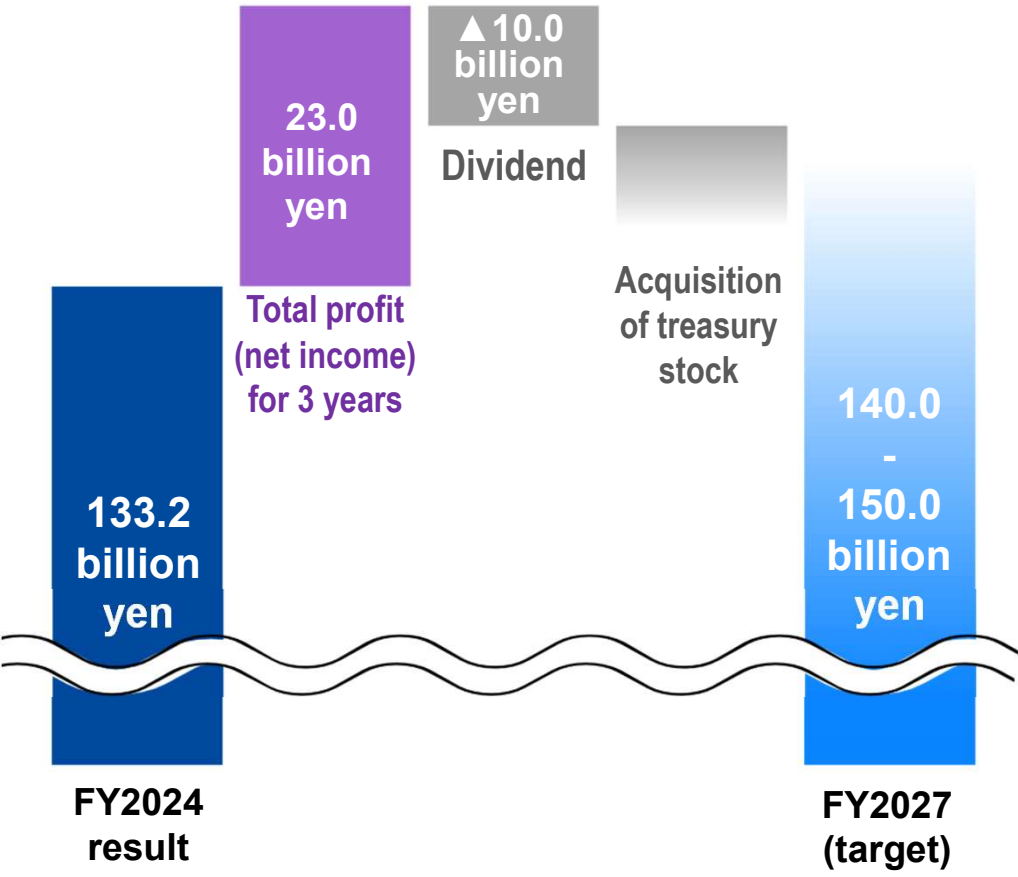
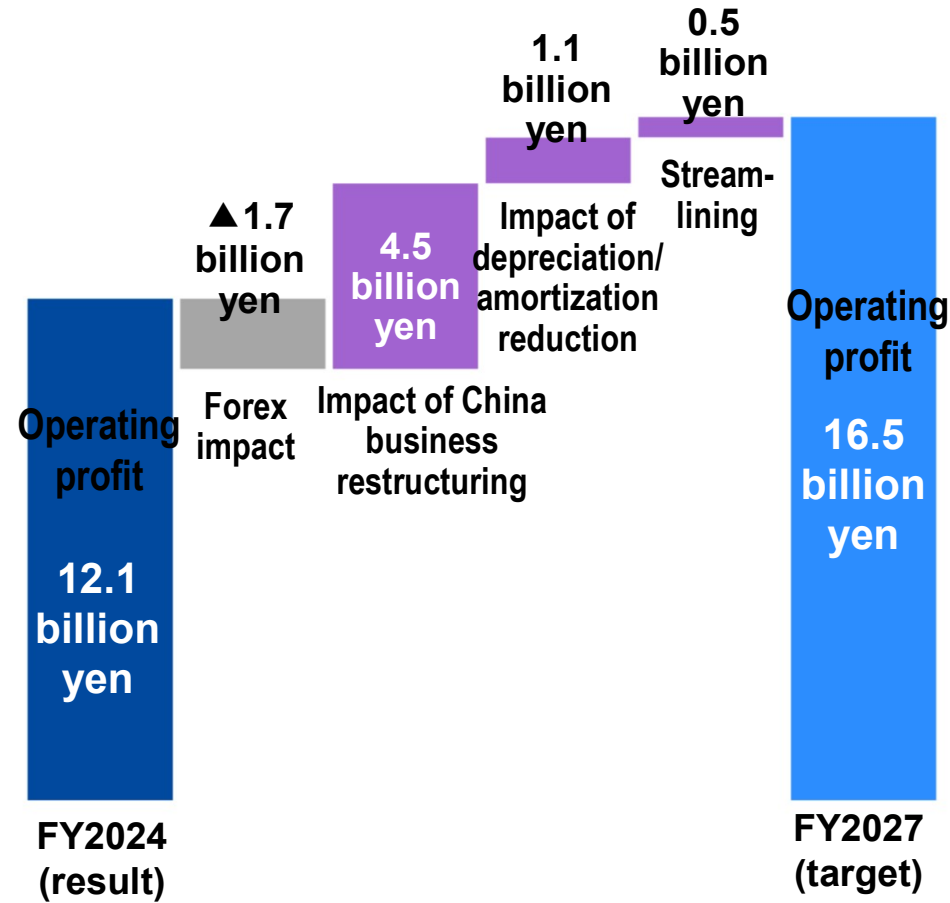
# Revenue Structure Enhancement and Appropriate Level of Equity Capital

Business Strategies	Shareholder return enhancement
Financial strategies	Growth expectations



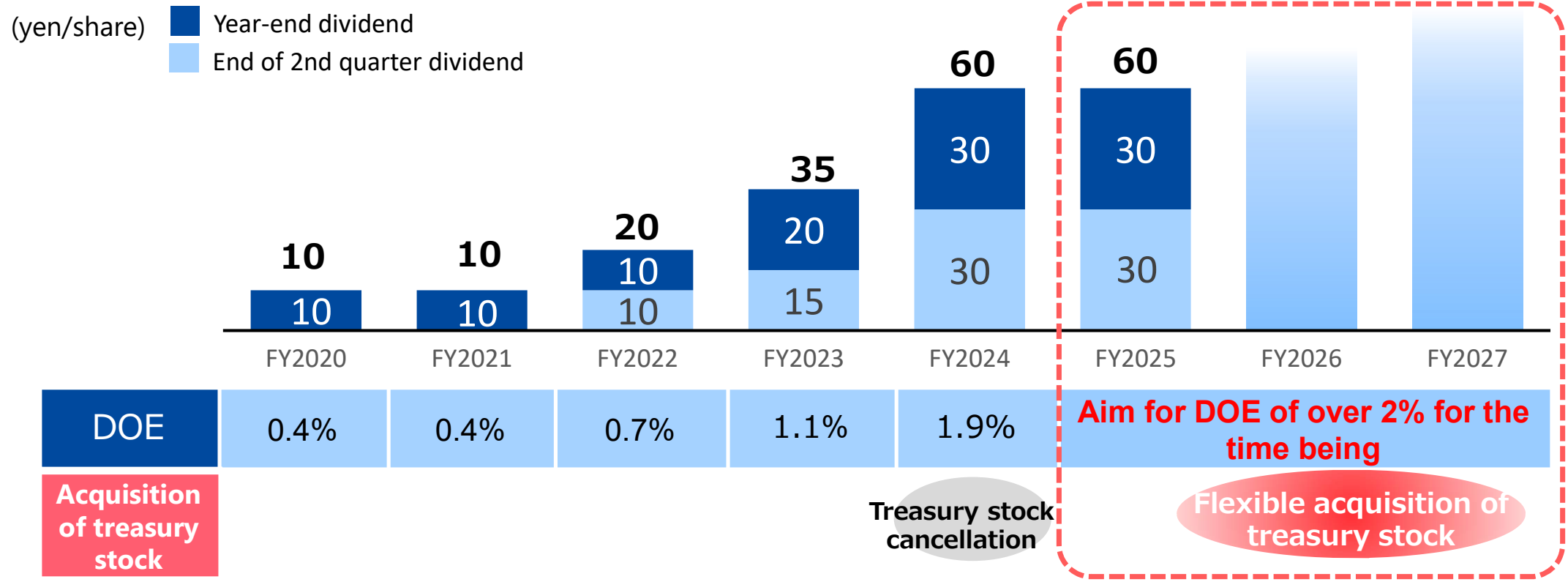
## Resilient revenue structure that can withstand changes in production volume

## Optimal equity capital for the business structure



# Enhancement of shareholder returns

- Continue to use DOE as an indicator for dividends, targeting over 2% for now and aiming at 3% in medium-term
- Maintain appropriate level of equity capital and flexibly acquire treasury stock



# Achieve Sustainability Management

Business Strategies

Shareholder return  
enhancement

Financial strategies

Growth expectations



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**Aiming to create social values in addition to economic values,  
we are committed to well-being, ESG initiatives, and carbon neutrality**

## Well-being

### • Strengthen human capital

- ✓ Implementation of career enhancement measures
- ✓ Further increase in the ratio of women in management positions
- ✓ Improvement of psychological safety (e.g., training for all managers)
- ✓ Improvement of health literacy

## ESG initiatives

### • Efficient use of resources

- ✓ Expand use of recycled materials
- ✓ Improve recycling ratio for industrial waste

### • Promote social contribution activities

- ✓ Promote activities focusing on environmental preservation, fostering next-generation and community activities

### • Enhance compliance

## Carbon neutrality

### • Promote carbon neutrality

(FY2050: Net zero GHG emissions from business activities)

- ✓ Promote green product development
- ✓ Use renewable energy
- ✓ Promote energy saving activities

## Improve Dialogue with Investors

**In addition to proactive dialogue with shareholders/investors, enhance communication including with renewal of IR website and participating in exhibitions**

### **FY2024 Initiatives**

- **Actively engage in dialogue with shareholders and investors, and feed back their opinions at the Board of Directors meeting**

	Speakers	Number of events
Briefing for financial results	President and Representative Director, executives in charge of plants and production, engineering, and finance.	2
Individual dialogues with institutional investors and analysts	Executive in charge of finance and the executive in charge of IR	73
Individual dialogue with voting officers, etc.	Executive in charge of IR	8

# Improve Dialogue with Investors

Business Strategies

Shareholder return  
enhancement

Financial strategies

Growth expectations



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- **Exhibited at the Automotive World 2025, the world's leading exhibition for advanced automotive technologies**

- ✓ Mainly exhibited parts that contribute to reducing vehicle weight and environmental burdens, such as integrated body frame parts, e-Axle components, and large plastic parts



- **Strengthen information disclosure by renovating the corporate website, including the IR website**

- ✓ Content organization/enhancement, including for financial results and data
- ✓ Launch of “Unipres at a Glance” page that summarizes necessary information , and others



## Future initiatives

- Consider holding technical briefings, factory tours, etc. to deepen understanding of Unipres
- Consider disclosure of the Integrated Report



Pressing Toward a Brighter Tomorrow

## IR News Mail

Unipres IR News Mail is an email service that offers you the latest information about Unipres.  
Please subscribe to our IR News Mail.

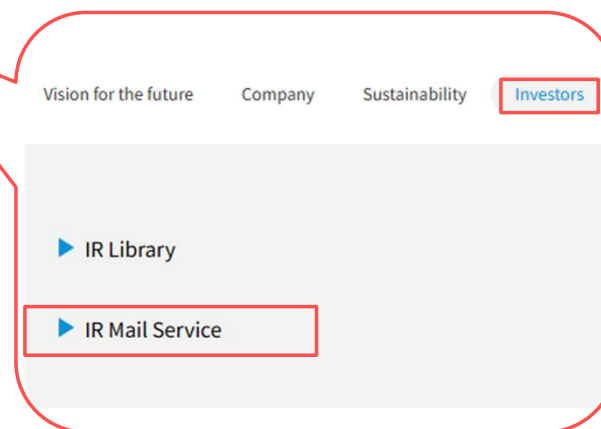
### Phone

Scan two  
dimensional code to  
subscribe



### PC

Click the banner on the top page of Unipres website





# Exchange rate

Reference



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	FY2023		FY2024		(yen)
	Average for the period	term end	Average for the period	term end	Preconditions of FY2024 forecast
US \$	145.31	151.40	152.60	149.53	135.00
STG £	176.22	180.66	194.72	198.91	180.00
EURO	153.14	157.09	164.38	164.86	150.00
MEX \$	8.04	8.35	8.26	7.77	6.75
RMB	19.87	19.94	21.13	21.67	18.50
INR	1.76	1.82	1.81	1.75	1.60
THB	4.06	4.13	4.32	4.65	4.00
IDR	0.0093	0.0092	0.0096	0.0097	0.0082

# 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.