

Results Briefing for the Year Ended March 31, 2023

May 31, 2023



Results of Year ended March 2023 and Released Forecasts for Year ending March 2024

Key Results for the Fiscal Year Ended March 2022

(Million yen)

	Year ended March 2022 Full year	Year ended March 2023				YoY changes
		1H	2H	4Q (quarterly)	Full year	
Net sales	116,313	66,536	74,402	36,559	140,938	+24.625
Operating income	(2,422)	(1,198)	1,221	489	23	+2.445
Recurring income	(2,032)	(820)	915	213	94	+2,126
Net income	(5,189)	(830)	746	391	(84)	+5,105
Sales weight	74	72	80	77	76	+2

* In comparison with the FY2018 average as 100

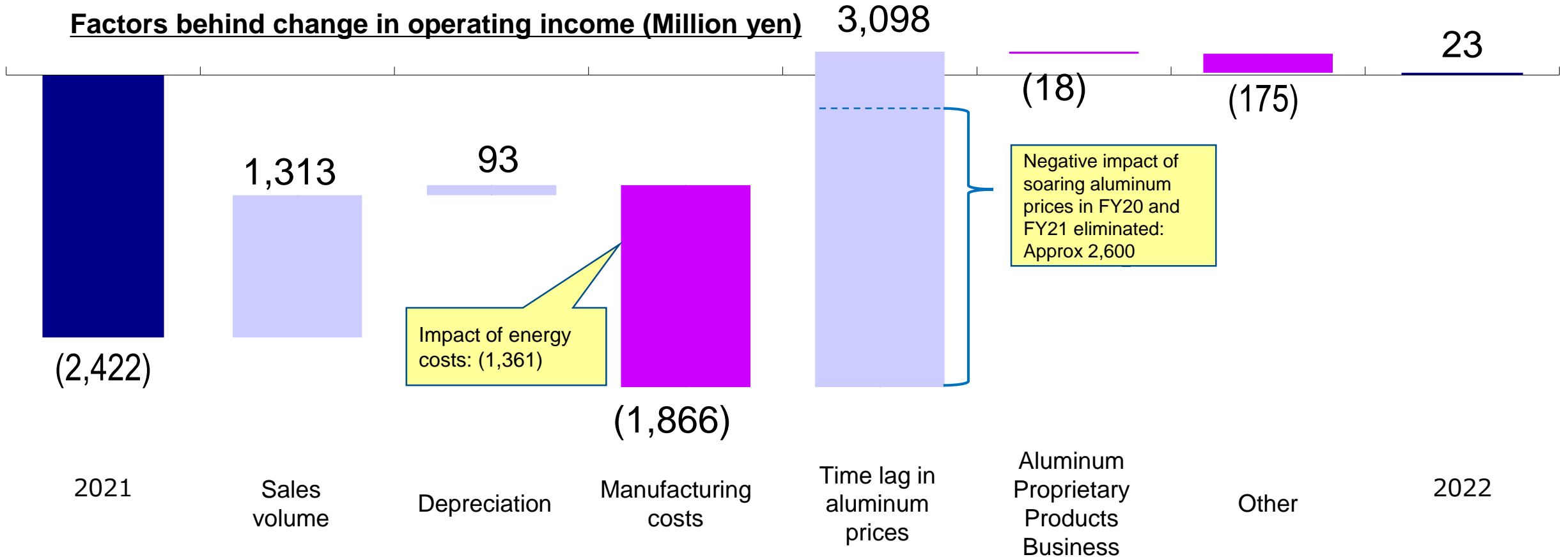
<Overview>

- Sales: Net sales increased 21.1% from the previous year due mainly to the depreciation of the yen and the rise in aluminum prices. Sales weight increased 2.7%, reflecting the production increase by car manufacturers in the second half.
- Operating/Recurring income: Profits in the first half were affected by the decrease in sales weight due to confusion of supply networks caused by the shortage of semiconductors and the zero-COVID policy in China, and the increase in production costs due to the rise in energy costs, etc. In the second half, the sales weight recovered in all segments. Also, with the effect of the efforts to improve productivity, income returned to black on a full-year basis.
- Net income: The loss in the first half could not be fully covered and a loss was recorded on a full-year basis. However, profit was achieved on a quarterly basis in the second half.

Factors behind Changes in Consolidated Results

Sales weight recovered in the second half to secure a surplus for the full year. Although the worsening of performance associated with high aluminum prices in the first half eased, production costs rose due to soaring energy and labor costs.

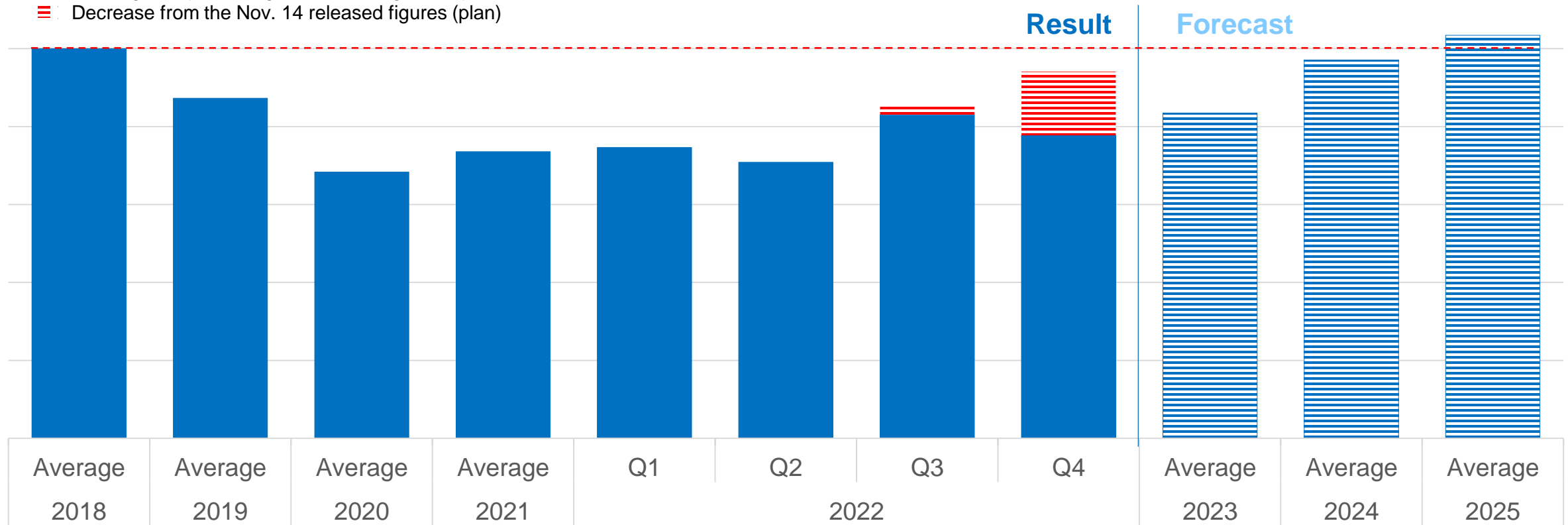
Factors behind change in operating income (Million yen)



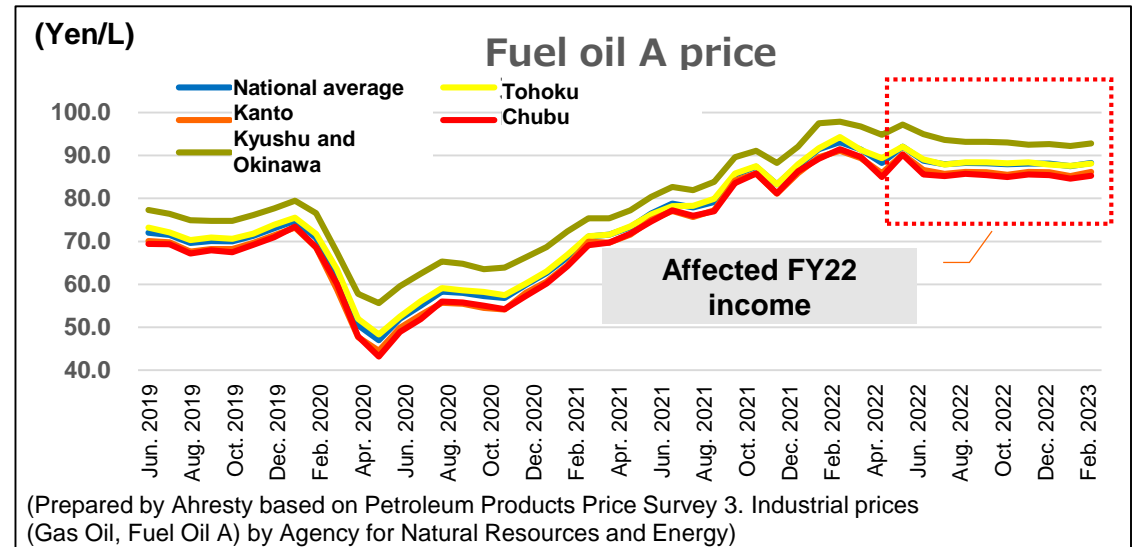
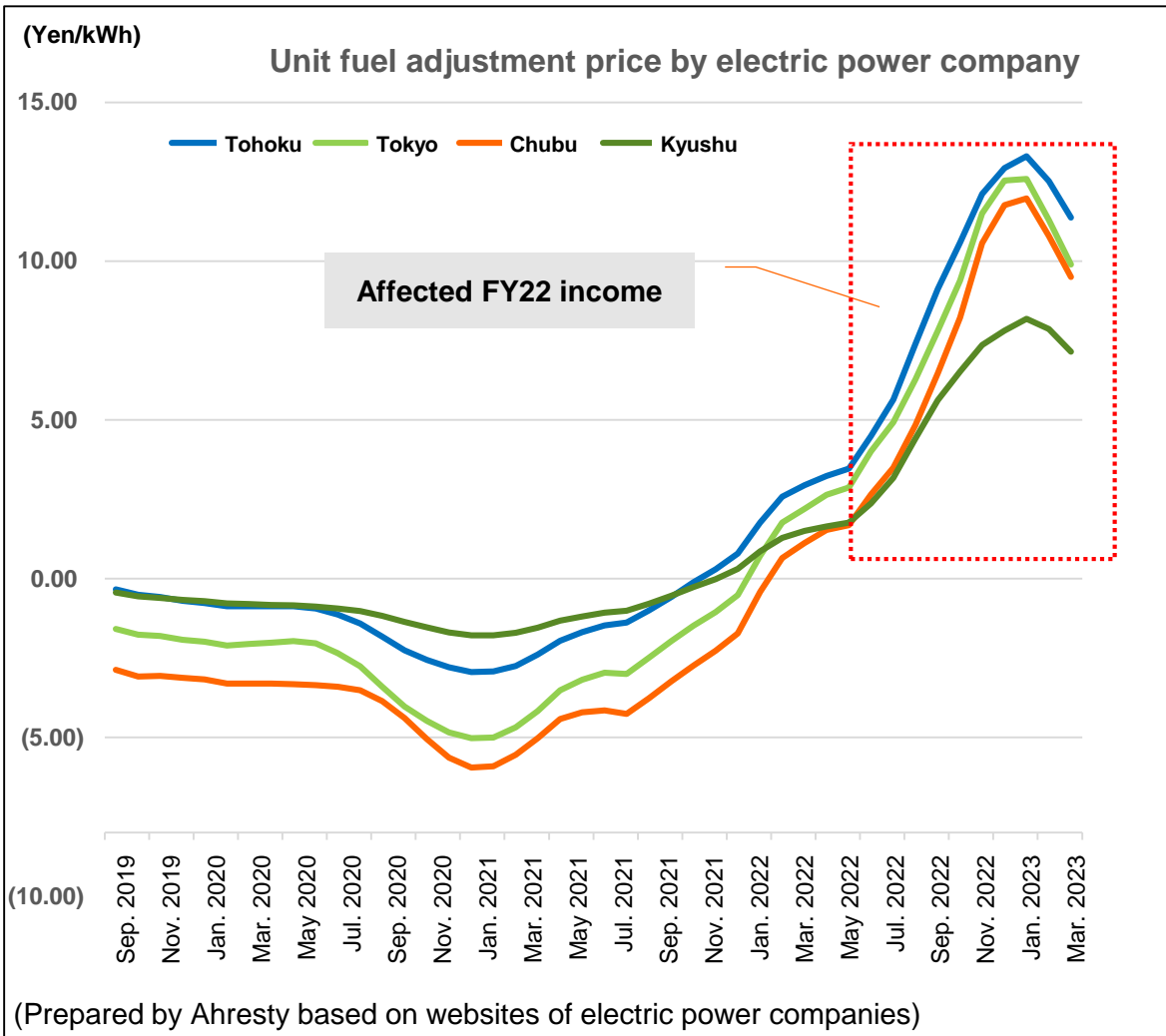
Global Sales in Weight

- 4Q maintained the level above 1H despite production reduction by some customers.
- From FY23 onward, sales are expected to increase and exceed the level before COVID (FY2018) in FY2025 due to recovery in sales weight and orders received for new products.

--- * Changes in percentage of sales weight compared to the level of FY2018
▨ Decrease from the Nov. 14 released figures (plan)



Impact of the Soaring Energy Prices



An increase in demand for natural gas and petroleum due to the situation in Ukraine and recovery from the COVID-19 crisis boosted energy prices, significantly affecting the Company's income.

→ **Price negotiations with customers. Although the impact has been partly shifted to selling prices, it is mostly in the form of lump sums.**

Assuming that energy costs will remain high, we will continue price negotiations in FY23 onward.

Extraordinary Gains/Losses

■ Extraordinary gains

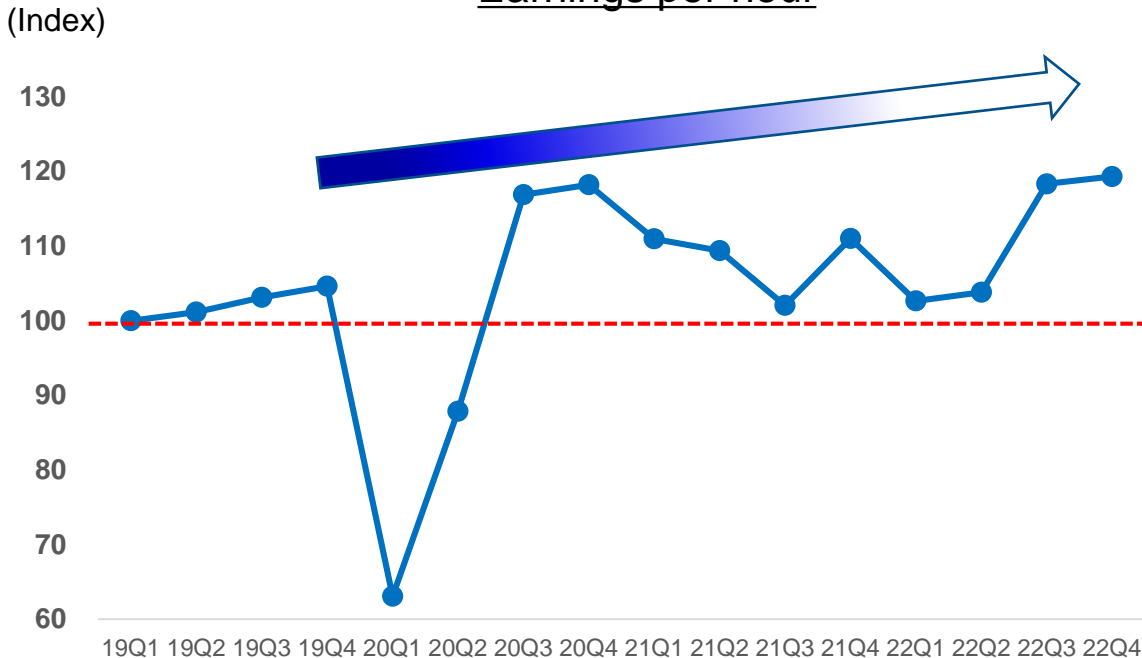
- ✓ Transfer of fixed assets of Higashimatsuyama Plant: Approx. 3,000 million yen
 - ⇒ Part of the production transfer initiative of the Higashimatsuyama Plant to improve production efficiency and profitability in Japan
(Production transfer to: Tochigi Plant Scheduled completion of production transfer: first half of 2024)

■ Extraordinary losses

- ✓ Impairment loss: approx. 2.3 billion yen (plants in Japan: approx. 1.1 billion yen, overseas plants: approx. 1.2 billion yen)
 - ⇒ Ease of depreciation cost from FY2023 (approx. 0.5 billion yen reduction in fixed costs annually)
- ✓ Special retirement expenses: approx. 0.3 billion yen (overseas plants)
 - ⇒ Streamline the production structure in view of changes in future demand trends

Status of Promoting Leaner Production Systems

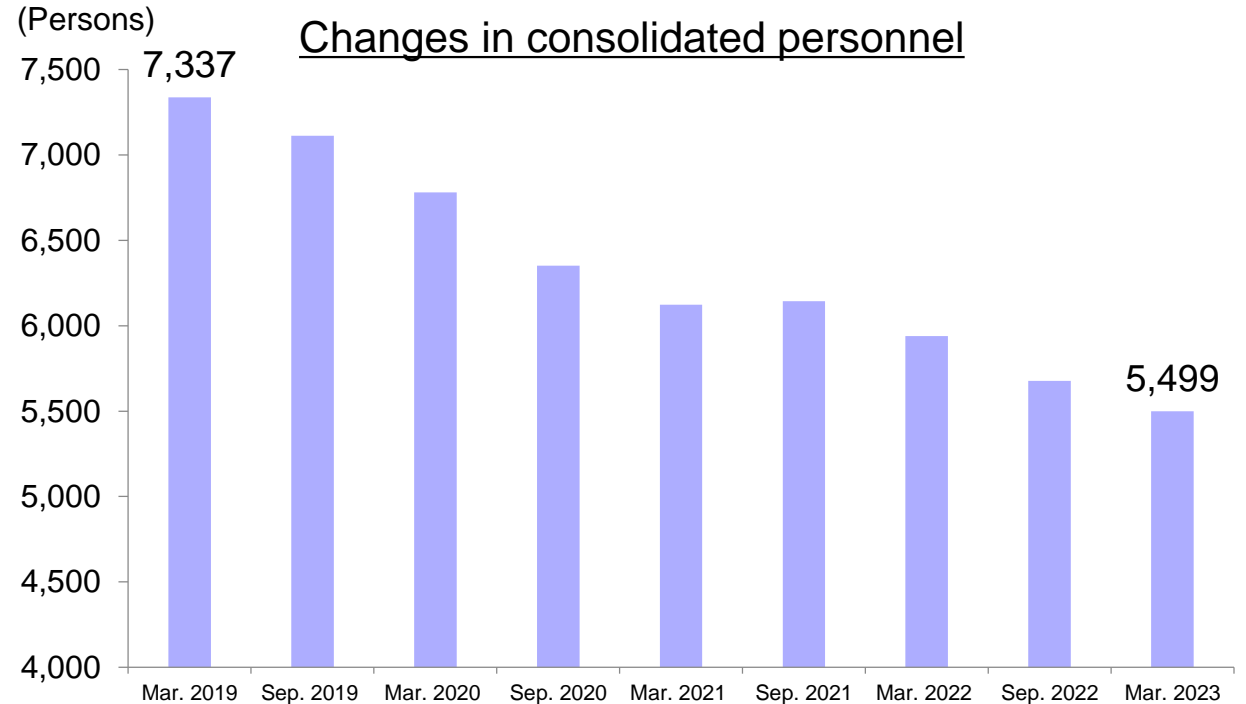
Earnings per hour



- Despite fluctuations in orders received, maintained the level before COVID-19
- In 2H of FY2022, earnings per hour improved along with a recovery in sales weight

* Earnings per hour = Net sales less direct costs (raw material costs, etc.) / Total hours worked by production personnel at plants

Changes in consolidated personnel



- Respond to increase in production volume by efficient allocation of personnel
- Overall, continued to improve efficiency by streamlining production lines and revising work processes
- Consolidated number of employees: Decreased by 1,838 (March 31, 2019 ⇒ March 31, 2023)

Die Casting Business

(Million yen)

		Year ended March 2022 Full year	Year ended March 2023				
			1H	2H	4Q (quarterly)	Full year	YoY changes
Japan	Net sales	51,746	28,109	30,910	15,033	59,019	+7,273
	Segment income (loss)	(1,372)	(423)	673	87	250	+1,622
North America	Net sales	28,111	17,016	19,979	10,186	36,995	+8,884
	Segment income (loss)	(1,096)	(713)	37	250	(676)	+420
Asia	Net sales	26,488	15,695	17,981	8,695	33,676	+7,188
	Segment income (loss)	(547)	(250)	258	(15)	8	+555

* The Mexico Plant in the North America segment and two plants in China in the Asia segment settle their accounts in December.

Aluminum Business and Proprietary Products Business

(Million yen)

		Year ended March 2022 Full year	Year ended March 2023				
			1H	2H	4Q (quarterly)	Full year	YoY changes
Aluminum Business	Net sales	6,463	3,920	4,055	1,947	7,975	+1,512
	Segment income (loss)	265	152	121	39	274	+9
Proprietary Products Business	Net sales	3,503	1,794	1,477	697	3,271	(232)
	Segment income (loss)	312	111	173	127	285	(27)

<Aluminum Business>

Sales: Despite the impact of the production decrease of car manufacturers due mainly to the shortage of semiconductors, sales increased partly due to the effect of aluminum prices.

Income: Increased mainly due to an increase in net sales.

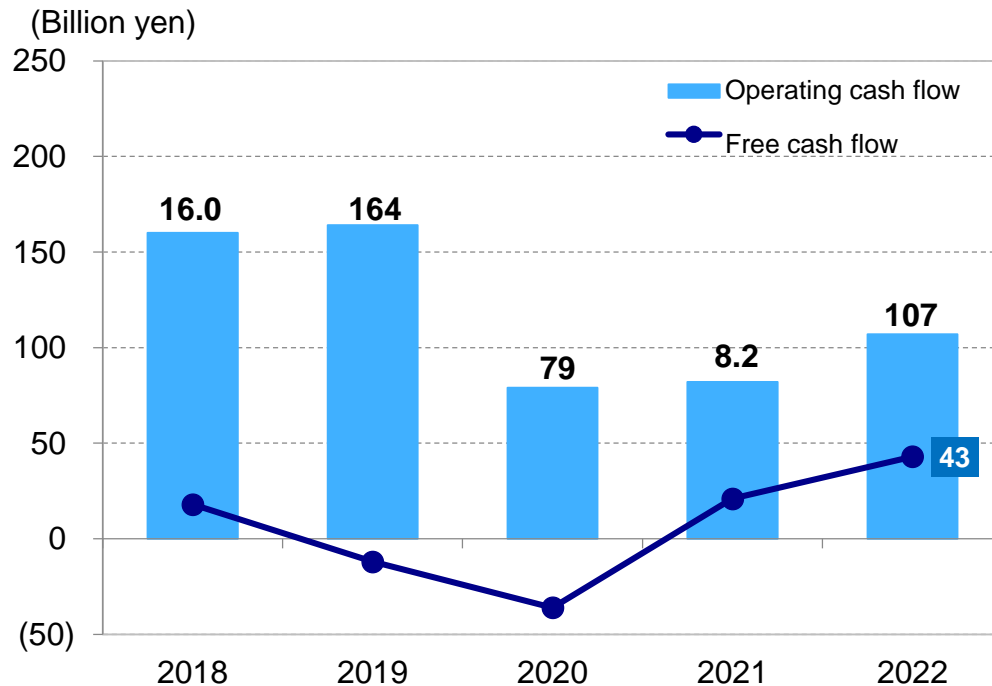
<Proprietary Products Business>

Sales: Although orders received for the clean room projects from a semiconductor company increased, sales decreased partly due to the postponement of a major project to the next fiscal year.

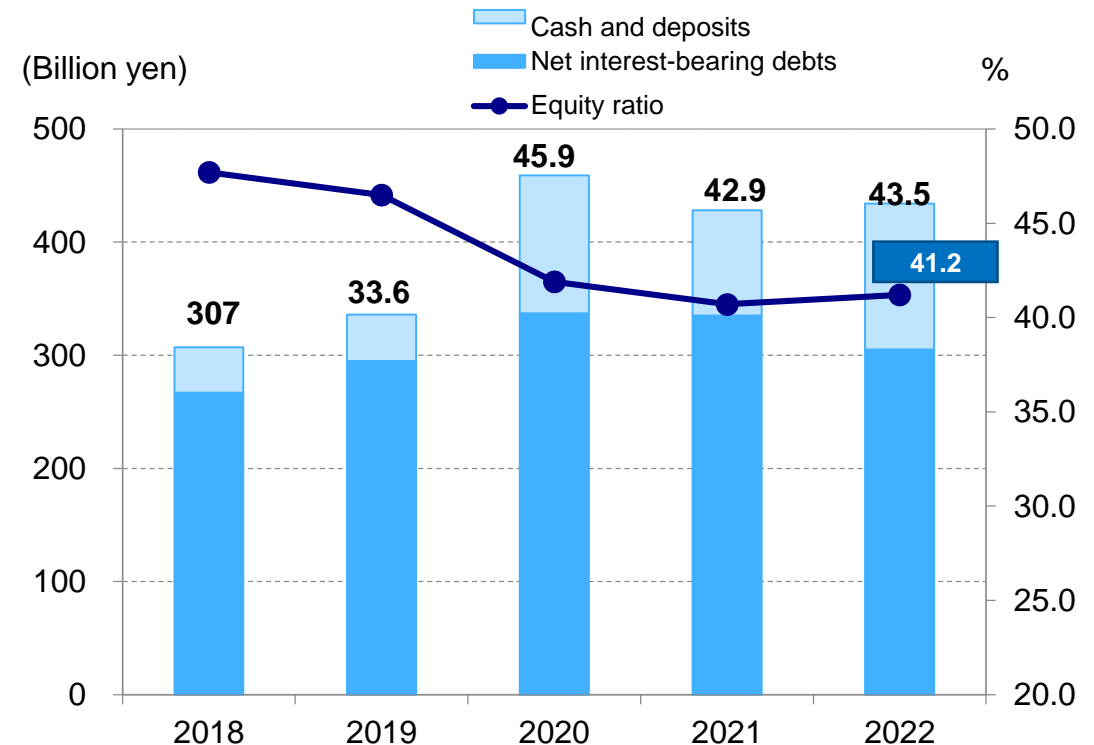
Income: Maintained profitability.

Financial Performance in the Year Ended March 2023

Free cash flow remained positive along with the reduction in investment and increase in operating cash flows. Cash and deposits on hand remained at a higher level than before and interest-bearing debt reached 43.5 billion yen (net interest-bearing debt decreased 0.3 billion yen from the previous year to 30.5 billion yen).



* Free cash flow (FCF) = operating CF - investment CF



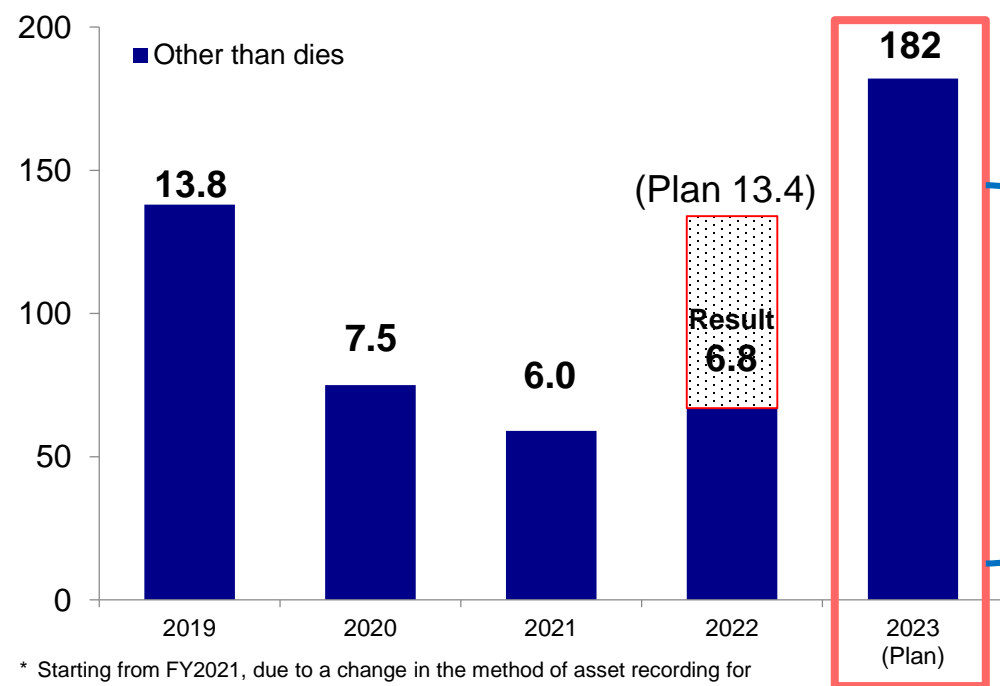
* Net interest-bearing debts = interest-bearing debts - cash and deposits

Trends in Capital Investment, Depreciation and Amortization

FY2022 result and FY2023 plan

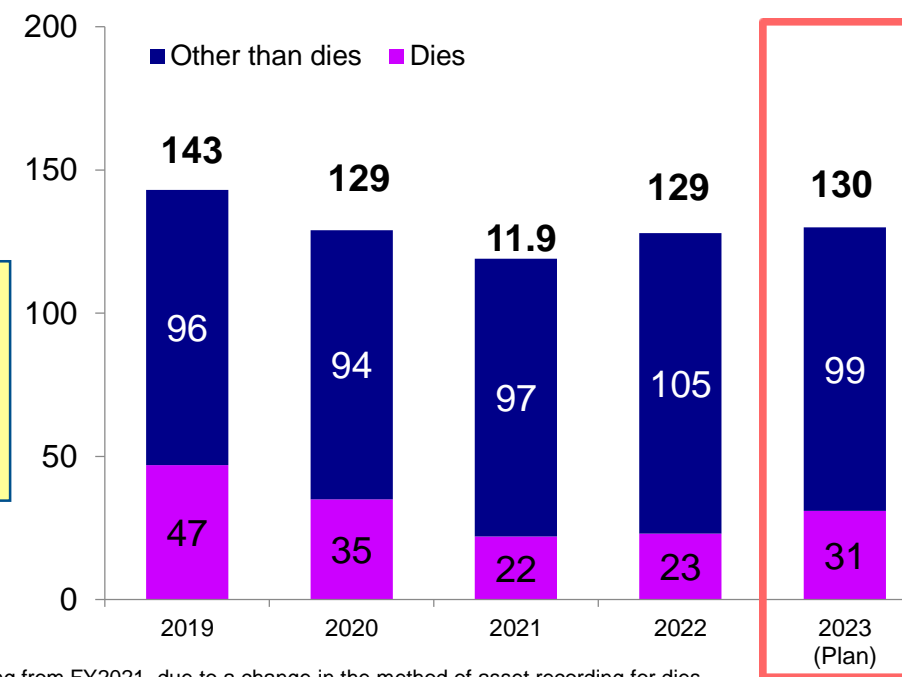
- Amount of capital investment : FY2022 result was 6.8 billion yen in comparison to 13.4 billion yen in the plan. For FY2023, an increase of 18.2 billion yen is planned reflecting an increase in investments for newly ordered products. However, like in the previous year, properly control investments according to the business performance and continue efficient investments by making effective use of internal equipment to reduce the amount of increase.
- Depreciation and amortization: FY2023 plan is 13.0 billion yen.

Amount of capital investment (Billion yen)



* Starting from FY2021, due to a change in the method of asset recording for dies, the amount of capital investment excludes the amount for dies.

Amount of depreciation and amortization (Billion yen)



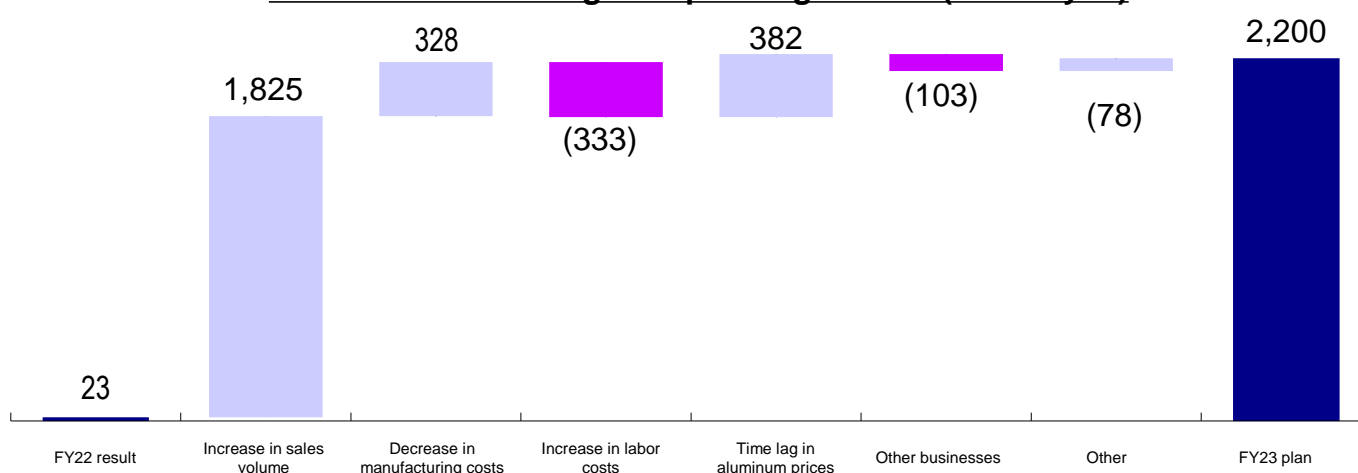
* Starting from FY2021, due to a change in the method of asset recording for dies, amortization of some dies is not included.

Full-year Plan for Year Ending March 2024

(Million yen)

	Year ended March 2023	Year ending March 2024 (plan)			
		Full year		1H	2H
Net sales	140,938	150,000	–	74,700	75,300
Operating income	23	2,200	(1.5%)	400	1,800
Recurring income	94	1,600	(1.1%)	100	1,500
Net income	(84)	1,100	(0.7%)	100	1,000
Sales weight (In comparison to FY2018 as 100)	76	83	–	80	86

Factors behind change in operating income (Million yen)



- Although concerns regarding the shortage of supply of parts, such as semiconductors, will remain, sales will increase along with recovery in the volume of car production by our customers.
- Profit is expected to increase due to the improvement in productivity, even though the recovery in sales weight will be limited.
- The soaring energy and labor costs will continue to affect income, aim to increase profits by promoting price negotiations.

Actual foreign exchange rates (full-year average): USD: ¥134.95; Mexican peso: ¥130.78; Chinese yuan: ¥19.39; Indian rupee: ¥1.68 Exchange rate assumptions in plan: USD: ¥130.00; Chinese yuan: ¥19.0; Indian rupee: ¥1.60

Assumptions for Year Ending March 2024 Full-year Plan

Automobile sales volume (consolidated) (1,000 units)

	FY2022 Initial plan	FY2022 Result	Comparison with initial plan	FY23 Plan	Year-on-Year
Toyota Motor Corporation	8,850	8,822	(0.3%)	9,600	8.8%
Nissan Motor	4,000	3,305	(17.4%)	4,000	21.0%
Honda Motor	4,200	3,687	(12.2%)	4,350	18.0%
SUBARU	920	852	(7.4%)	1,010	18.5%
Suzuki	—	3,000	—	3,186	6.2%
Mitsubishi Motors	1,090	834	(23.5%)	917	10.0%

* Excerpts from the released figures of each company

■ Aluminum prices

Similar to the previous fiscal year, the impact of the aluminum prices on revenues is predicted to be limited.

■ Exchange rates

The weak yen is predicted to continue.

The above predicted values are set at the level equivalent to the level of the results of the previous year.

■ Car manufacturers are planning an increase in sales from the previous year.

→ In line with life returning to normal from COVID and the shortage of semiconductors easing, car manufacturers are clearly moving toward recovery.



■ Reflected in our plan

→ Based on the plans of car manufacturers, as well as the past results presented in the comparison with the initial plan above, our plan was **prepared using conservative estimates from car manufacturers' plans.**

Return to Shareholders

Dividends: Increase in annual dividend from 10 yen in FY2022 to 15 yen in FY2023 is planned.

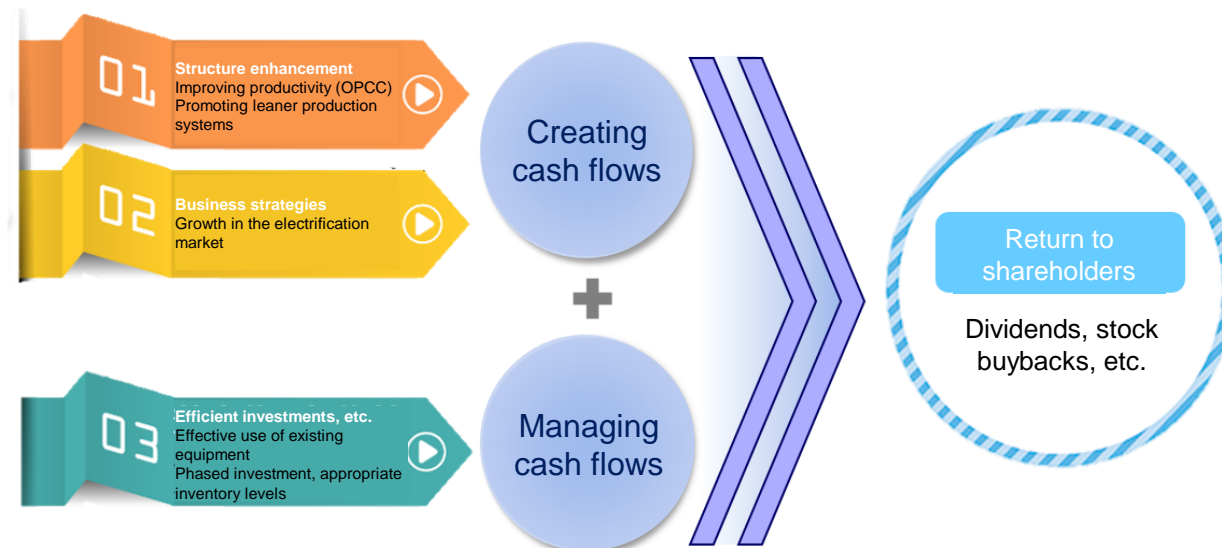
⇒ Provide returns to shareholders based on consolidated performance while maintaining a sound financial structure to continue flexible order-taking and growth investment.

Purchase of treasury stock: 900,000 shares (maximum) Total acquisition amount: 500 million yen (maximum)

Purchase period: May 19, 2023 to December 31, 2023

⇒ Should be flexibly implemented as part of the strategic capital policy, taking into comprehensive consideration various factors, such as business performance, investment needs, financial status, and the external environment

Dividend per share	Year ended March 2021	Year ended March 2022	Year ended March 2023	Year ending March 2024 (Forecast)
(Annual total)	5	10	10	15
Interim dividend	0	5	5	5
Year-end dividend	5	5	5	10
Net income per share (consolidated)	(111.06)	(201.23)	(3.26)	42.43
Dividend payout ratio (consolidated)	—	—	—	35.4%

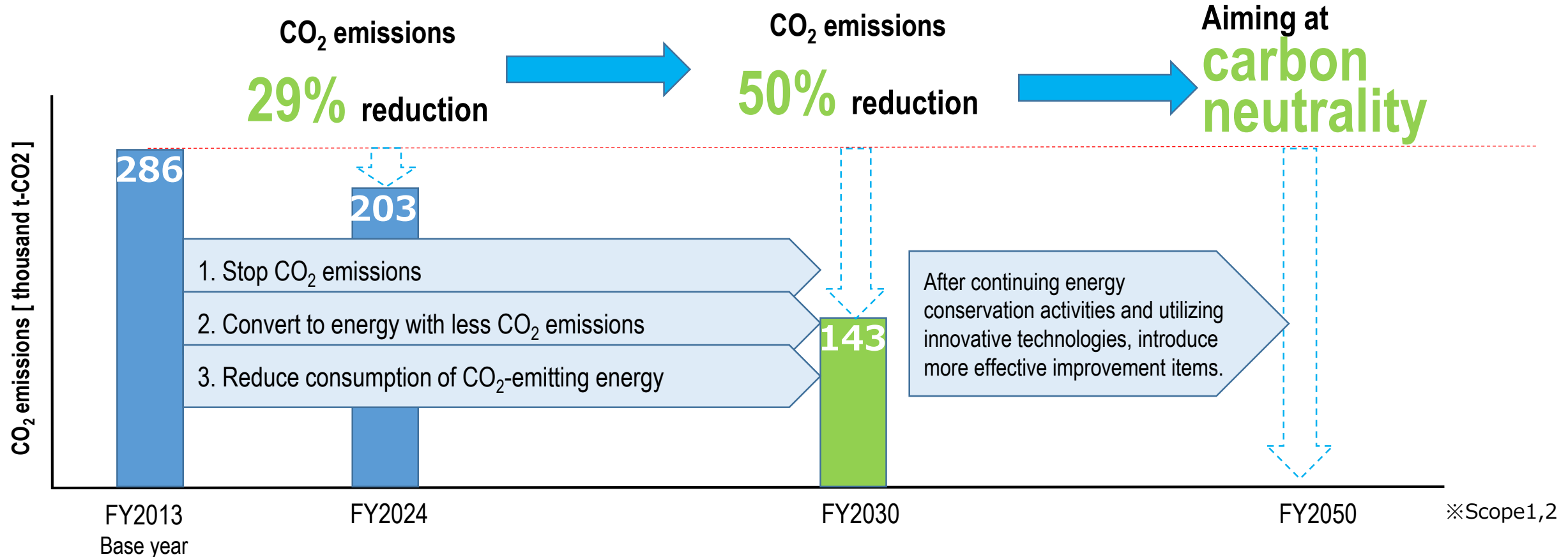


Reducing CO₂ Emissions and Advancing MONOZUKURI

Reducing CO₂ emissions -Environment roadmap-

Set target values and promote group-wide efforts to reduce CO₂ emissions

- ✓ Promote activities on three pillars
- ✓ Production technology development for promotion of measures



Reducing CO₂ emissions

© Reduction in melting process

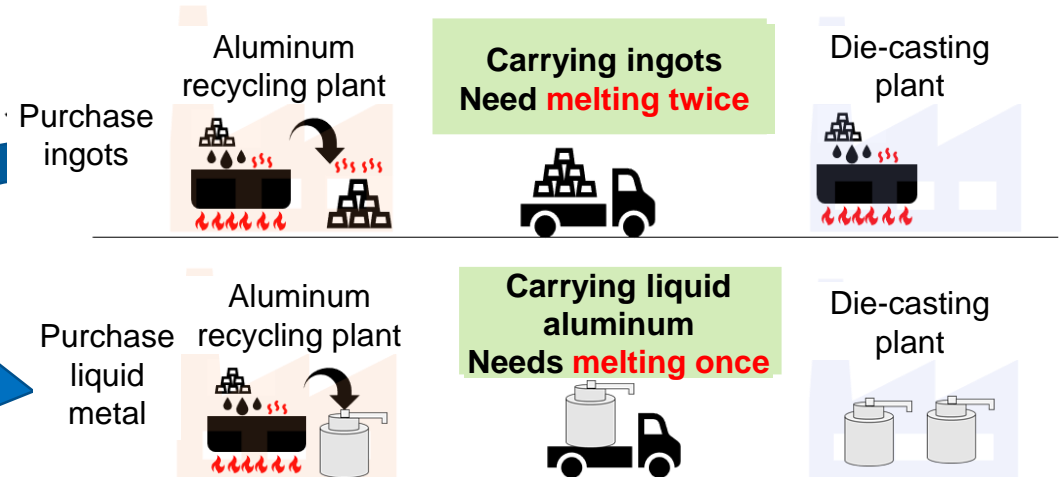
- Increase purchase of liquid metal

⇒ Reduce by 50% by directly purchasing liquid metal

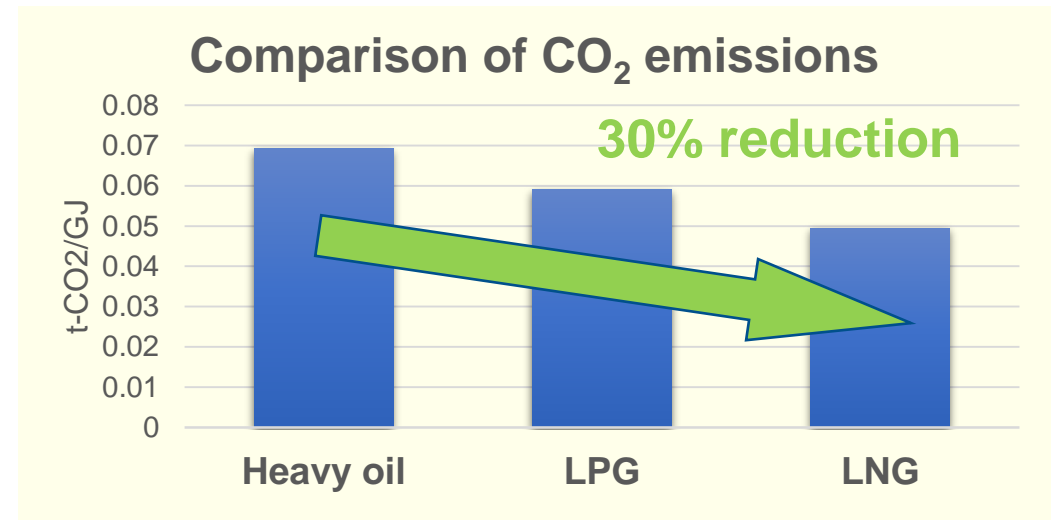
Melting energy
50% ↓

- Melting energy conversion

⇒ Change melting fuel from heavy oil to natural gas, which emits less CO₂ per unit of energy



Note) Ingot: Alloy materials forged into a specific shape



Reducing CO₂ emissions

- ◎ Reducing general electricity
 - Introduce solar power systems
 - ⇒ Introduced to three sites in Japan
 - Energy conservation activities
 - Inverter control, LED lighting, etc.



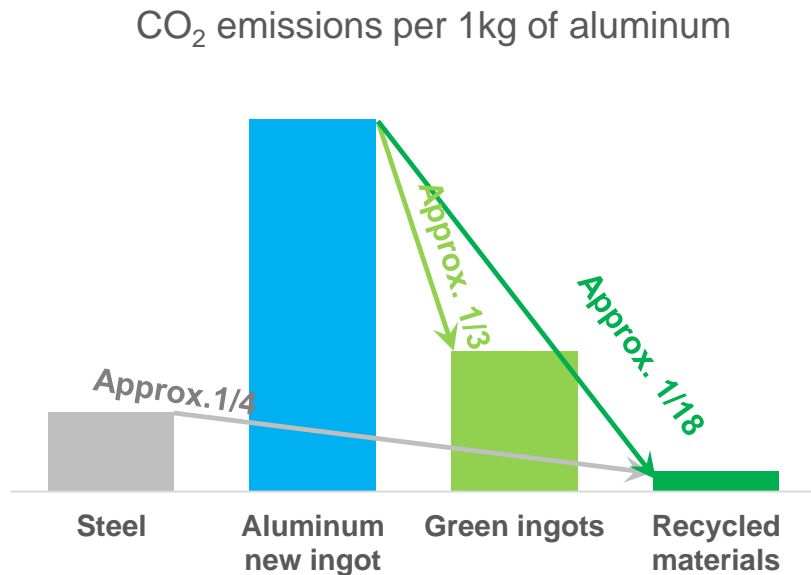
- Achieved carbon neutrality at the Head Office and an affiliate

- * CO₂ emissions from the use of fuel and electricity at the Head Office and an affiliate in 2022 were virtually reduced by purchasing J-Credits and Non-Fossil Certificates, in addition to the above reduction measures.

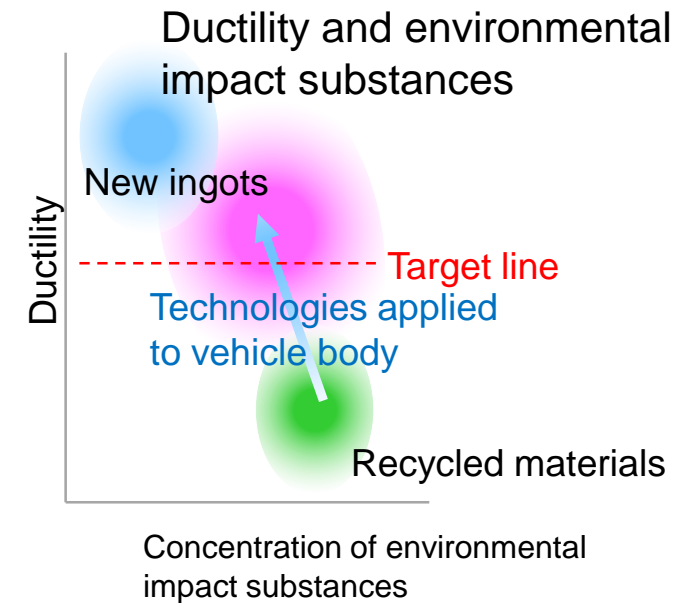
Reducing CO₂ emissions

Strategy to increase orders for vehicle body components

Quality characteristic: Ductile \Rightarrow High ratio of aluminum new ingots used \Rightarrow High CO₂ emissions



(Source) Survey by Japan Aluminium Association and Ahresty

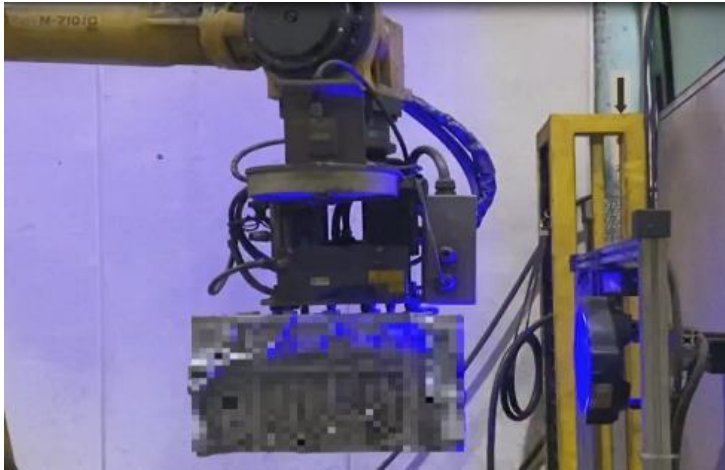


Highly ductile aluminum alloy manufacturing technology using recycled materials

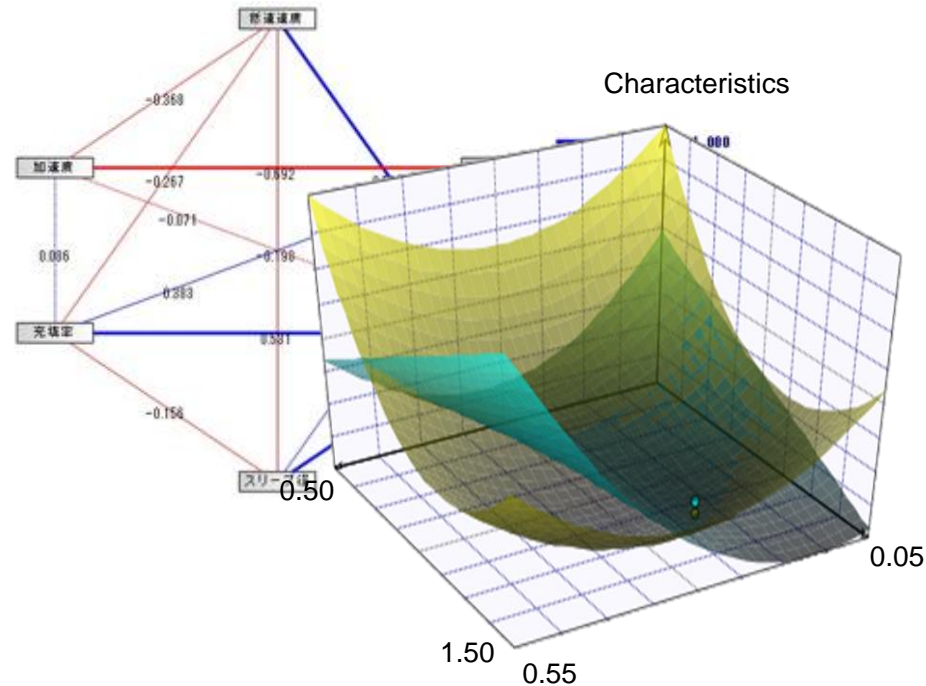
➔ Contributing to the global environment through reduction of vehicle weight and CO₂ emissions

Advancing MONOZUKURI

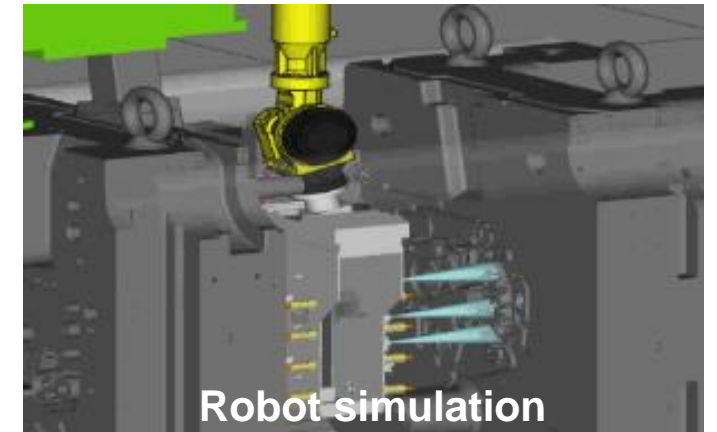
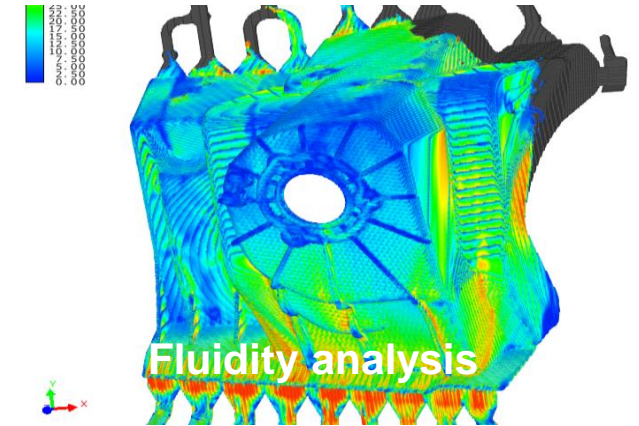
- ◆ Manpower saving by expanding automatic inspection and use of AI
- ◆ Continuous improvement with sensing and SQC
- ◆ Use of digital twin



Automatic inspection with image judgment and AI



SQC approach

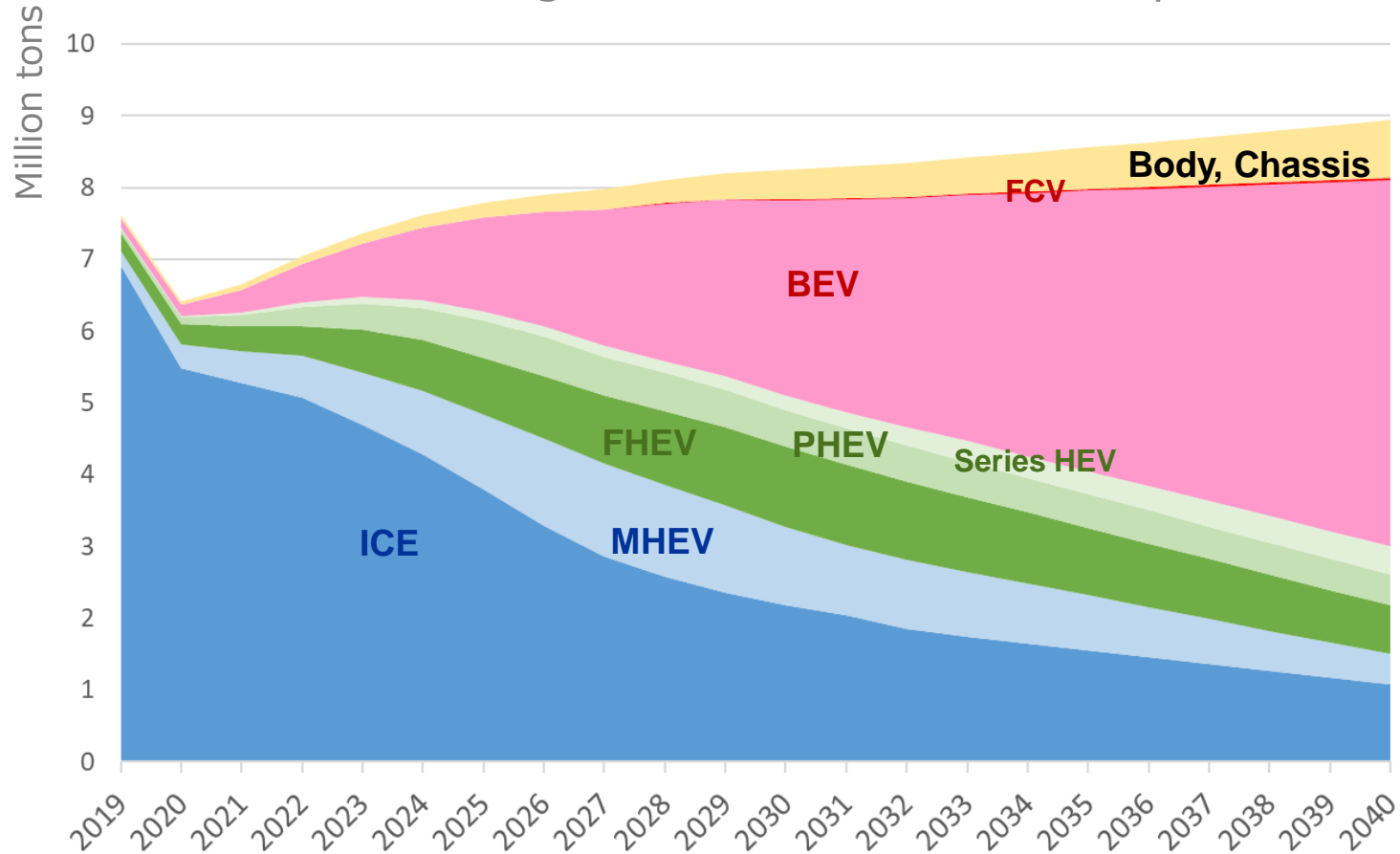


Digital twin

Status of orders received for parts for electric vehicles and efforts to create demand for vehicle body parts

Forecast of Global Demand for Die-cast Products

Forecast of global demand for die-cast products



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* Prepared by Ahresty based on IHS data

- Total die-cast demand for automobiles will continuously increase.
 - About a 27% increase in 2040 (from the 2022 level)

- Growth strategies according to growth and changes in the market
 - Shift to parts for electric vehicles
 - Expand business fields to vehicle body components

Status of Enhancement of Sales of Parts for Electric Vehicles

- Enhancement of net sales of parts for electric vehicles has been progressing as planned
- Net sales of parts for electric vehicles are increasing at a higher rate than market growth

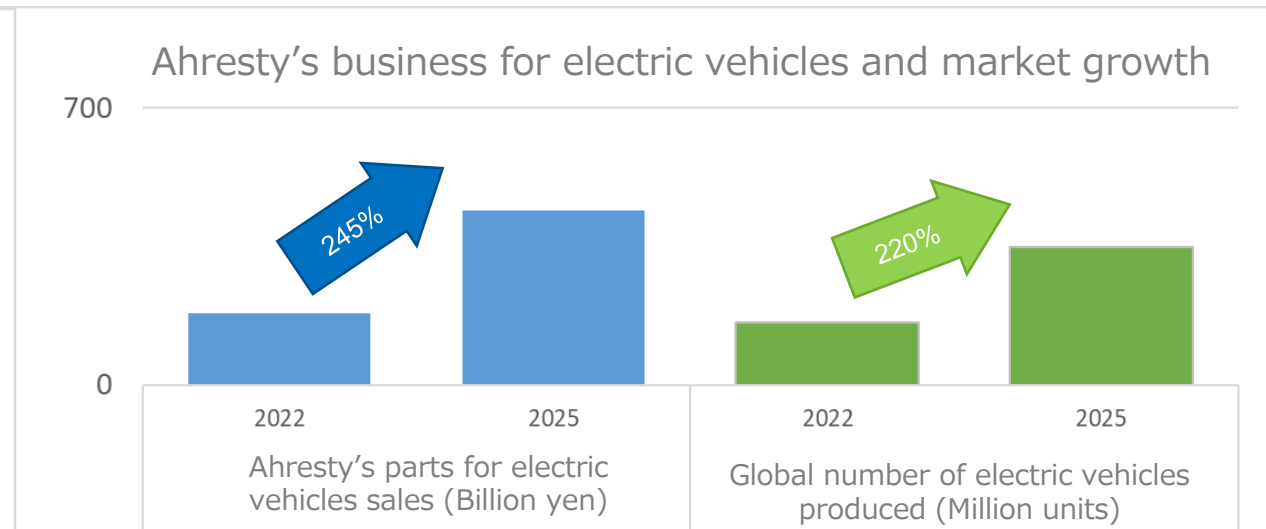
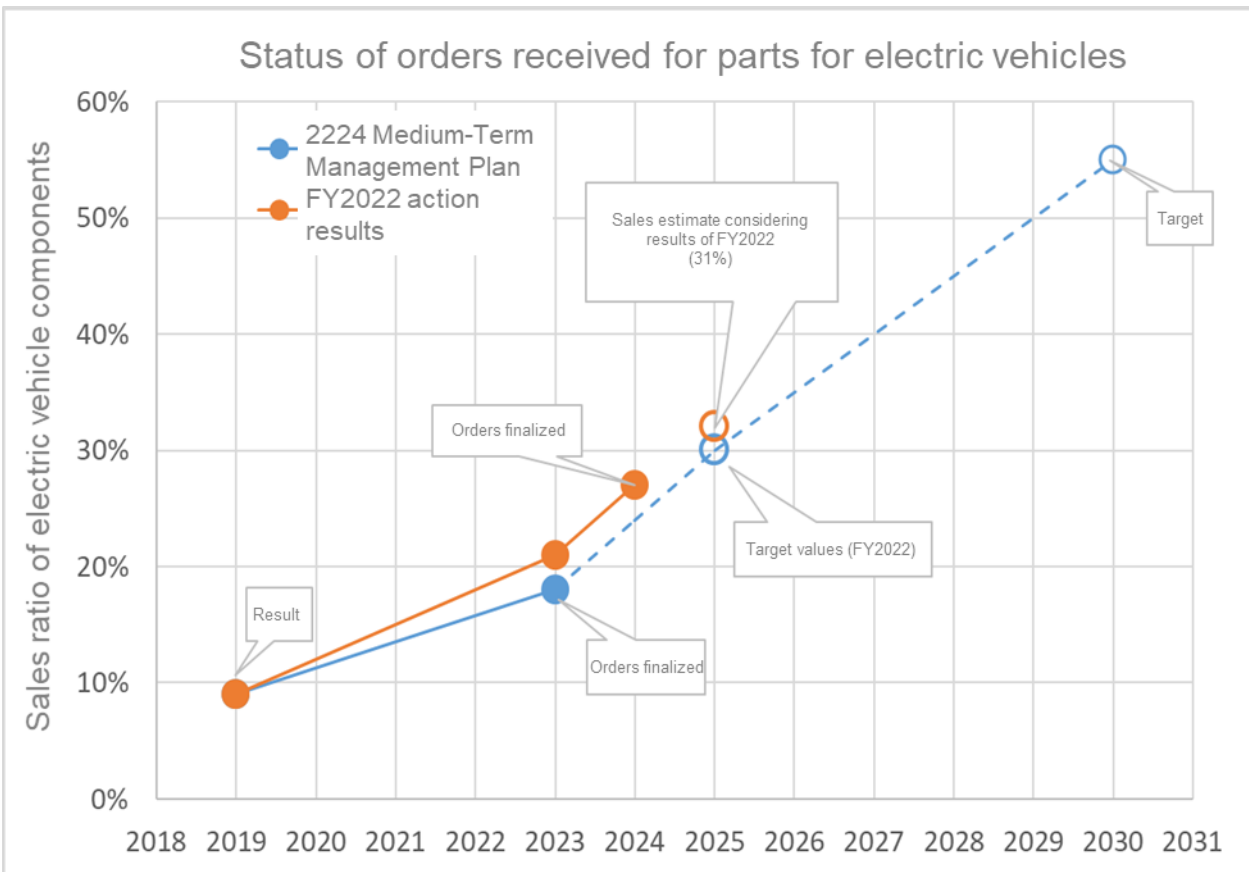


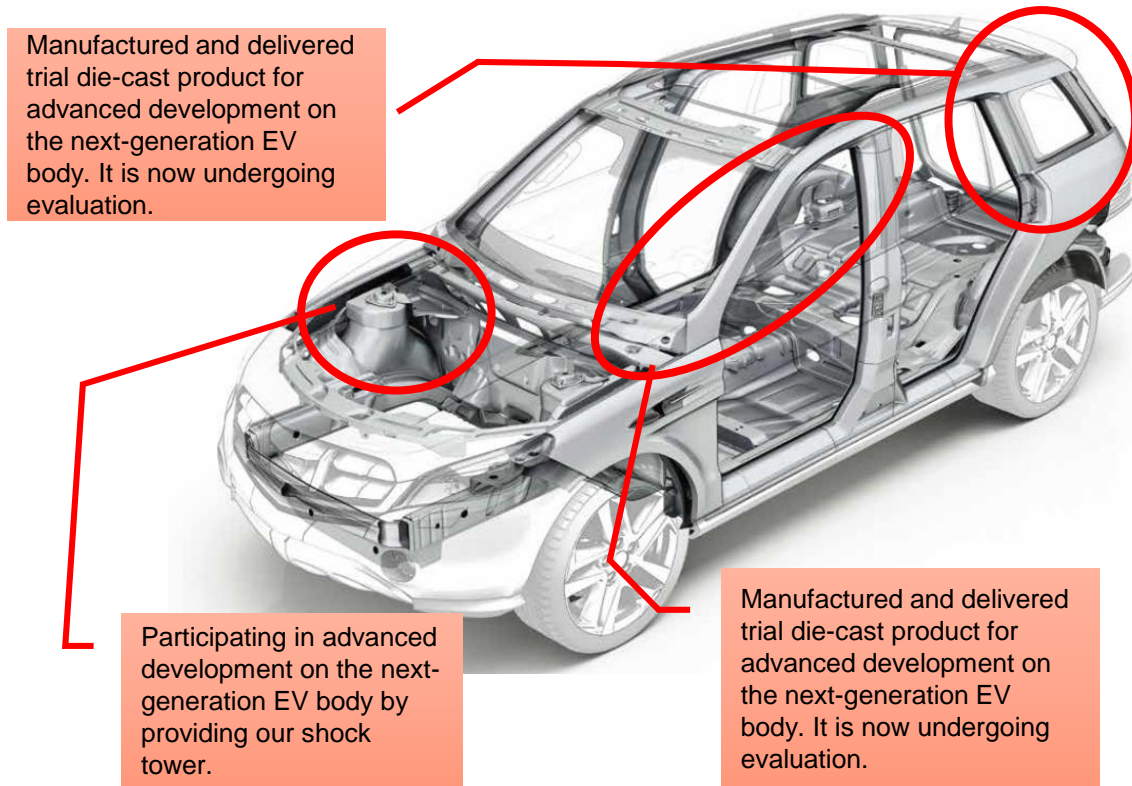
Photo: Battery structural component

Orders received from CATL, a global leader, for structural components of EV batteries [mass production to start in 2023]

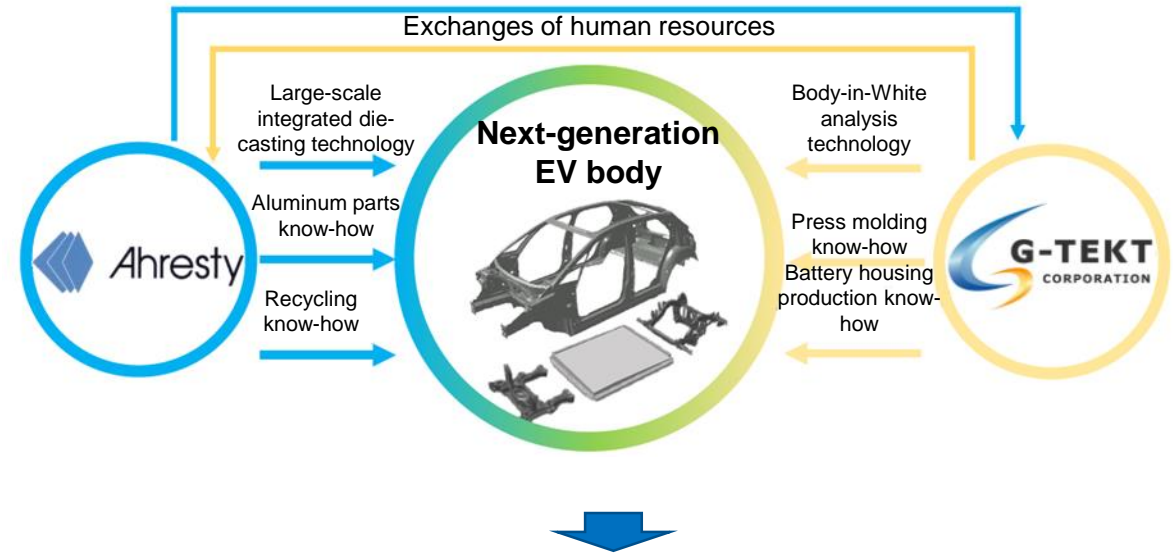
Orders received from other Japanese and European Tier 1 manufacturers for motor cases [mass production to start in 2024]

Expand Business Fields to Vehicle Body Components

- Through advanced development with customers, improve technology and realize mass production
- Propose achievements from joint development with G-TECKT Corporation for customers



Advanced development with customers



No impact on OEM's assembly processes
Achieving reduction of vehicle weight, total cost,
and environmental impact

Joint development with G-TECKT Corporation

Ahresty's Financial Strategies

10-year Business Plan

2040 Vision “Our Goal”

10-year Business Plan

22-24 Medium-Term Management Plan

Beyond your expectations 2040

We brighten our planet's future with our lightweight technology,

develop pioneering technology through continuous research.

ensure your satisfaction with Ahresty, and

- Electrification of vehicles
- Carbon-neutrality
- Improving fuel/electricity consumption efficiency
- Contribution to customers
- Diversity
- Developing new production methods
- Technology development
- Development speed



【FY2030 target values】

Net sales		180 billion yen*
Operating income		10.8 billion yen*
Operating margin		6%
Sales ratio of electric vehicles components		55%
Sales of vehicle body components		4.0 billion yen
Reduction of CO2 Emissions (Scope1,2)		-50% (vs. FY 2013)

* Figures adjusted to the exchange rates and aluminum prices of FY 2022 at the time of formulating the full-year FY 2024 business plan

Formulate financial strategies to support the realization of the 10-year Business Plan

Strategy to Achieve the Management Targets

2040 Vision

Beyond your expectations 2040

[FY2030 target values]

Net sales: 180 billion yen Operating income: 10.8 billion yen Operating margin: 6%

Business strategies

Shifting the business portfolio to predominantly parts for electric vehicles • Establishing low-cost, highly productive MONOZUKURI
• Reducing CO₂ emissions in production

Financial strategies

<u>ROE</u>	Improve medium- to long-term capital efficiency by achieving a return on equity (“ROE”) higher than the capital cost	<u>Capital investment</u>	Continue growth investment to capture demand for weight reduction and electrification, develop new customers for parts for electric vehicles, and promote man-power/labor saving
<u>Capital policy</u>	Maintain a sound financial structure to continue flexible order-taking and growth investment	<u>Return to shareholders</u>	Provide returns to shareholders based on consolidated business results

Human resources strategies

Creating workplaces where people are happy to work • Promoting diversity • Human resources development according to the human resources roadmap

Four Pillar Financial Strategies (FY2023 to FY2030)

ROE (Long-term target)

9%

- Recover net sales and sales weight by implementing an electrification strategy, and increase profits by reducing costs and improving productivity
- Pursue an optimal financial leverage that enables the achievement of both a sound balance sheet and the ROE target

Capital policy

Equity ratio

40% or more

- Maintain an equity ratio that ensures resilience against fluid market trends, such as regional differences in speed of electrification and the emergence of new automobile manufacturers in the automobile market
- Pursue an optimal financial leverage that enables the achievement of both a sound balance sheet and the ROE target

Capital investment

Approx. ¥ **140** billion
(including investment in dies)

- Create an operating cash flow as the source for implementing growth investment for a shift in business structure
- Implement investment for manpower saving in view of the decrease in labor force and the rise in labor costs in the future
- At the same time, strengthen investment discipline, such as the criteria for selecting order/investment programs, and improve investment efficiency by making effective use of idle equipment, etc.

Return to shareholders

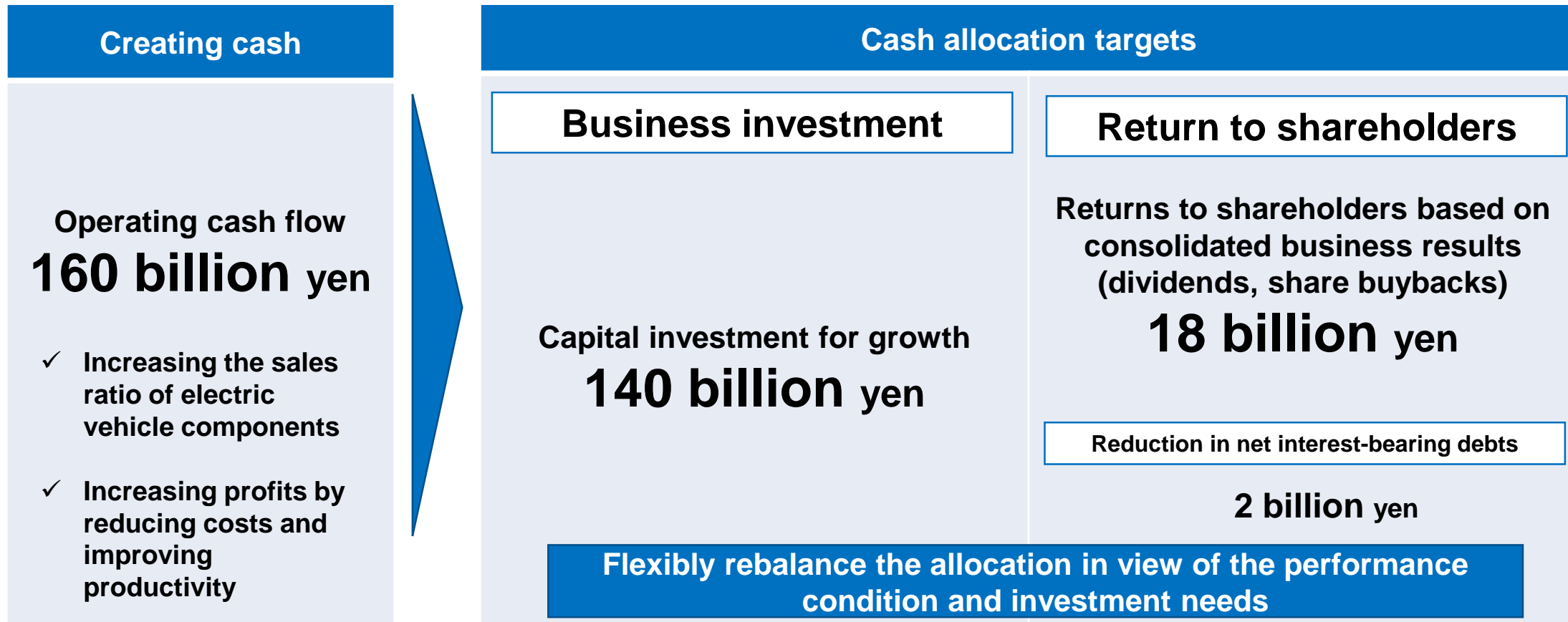
Dividend payout ratio **35%**
or more

- Create stable profits to ensure a 35% or higher dividend payout ratio
- Flexibly purchase treasury shares in view of the conditions of the business environment, capital accumulation, investment, stock prices, etc.

With the four-pillar financial operation, aim to achieve a PBR of 1

Cash Allocation (FY2023 to FY2030)

- Creating cash through business growth ⇒ Further business growth and proper allocation to shareholder returns





Casting Our Eyes on the Future

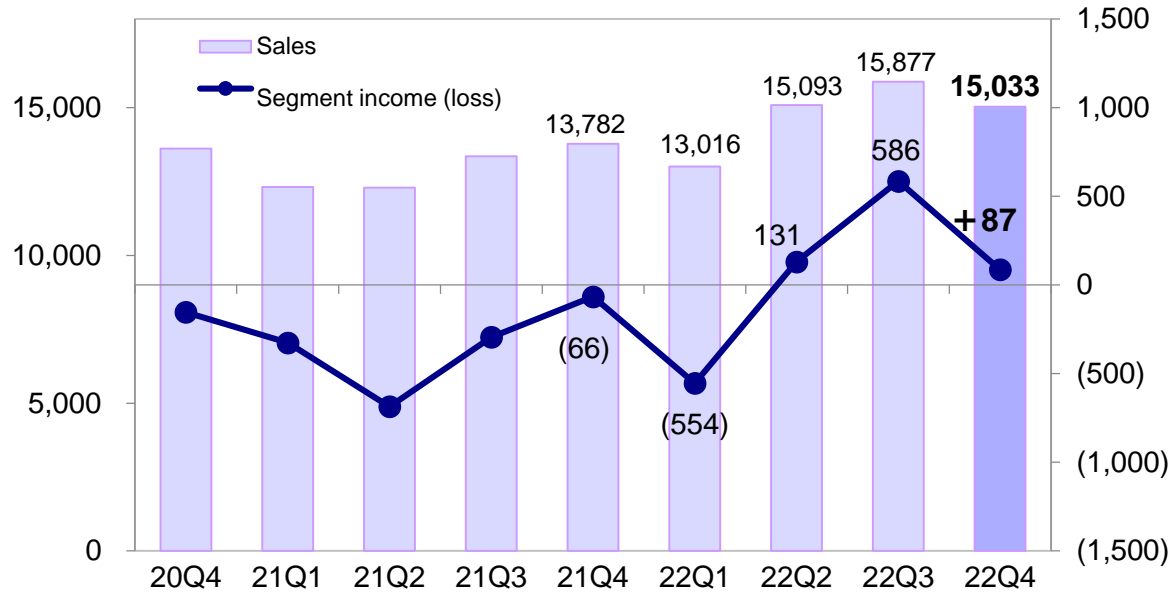
**Contact for inquiries about this document and the Company's IR:
Management Planning Section, Management Planning Department, Ahresty Corporation
Phone: +81-3-6369-8664
Email: ahresty_MP0_IR@ahresty.com
URL: <https://www.ahresty.co.jp>**

This document and the contents of the results briefing include forecasts that the Company has made based on data available when the document was prepared. Actual results could differ from the forecasts for a range of reasons.

Appendix

Die Casting in Japan

Changes in sales and segment income (Million yen)



<Full year>

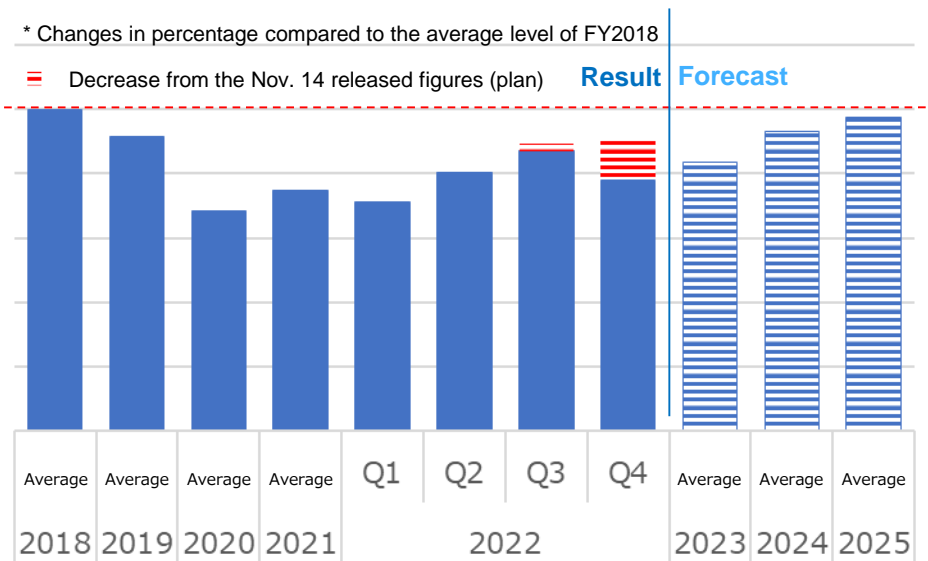
Sales: ¥59,000 million Up ¥7,200 million (14.1%) year on year
Income: ¥250 million Up ¥1,600 million year on year (returned to the black)

<4Q>

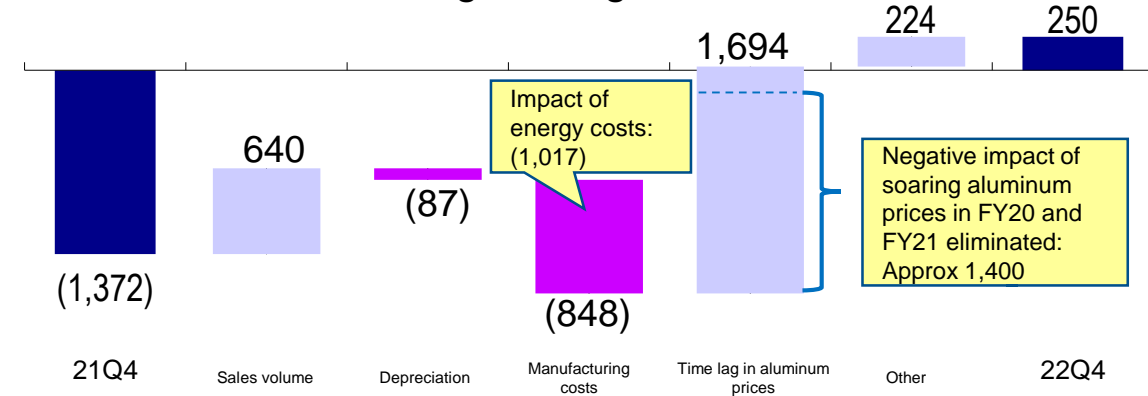
Sales: ¥15,000 million Up ¥1,200 million (9.1%) year on year
Income: ¥80 million Up ¥100 million year on year (returned to the black)

- Despite production reduction by some customers in 4Q, sales weight is on a recovery trend and revenue increased.
- Although affected by the rise in energy costs and other production costs, the result returned to the black due to price negotiations and efforts to reduce costs, etc.

Changes in sales weight

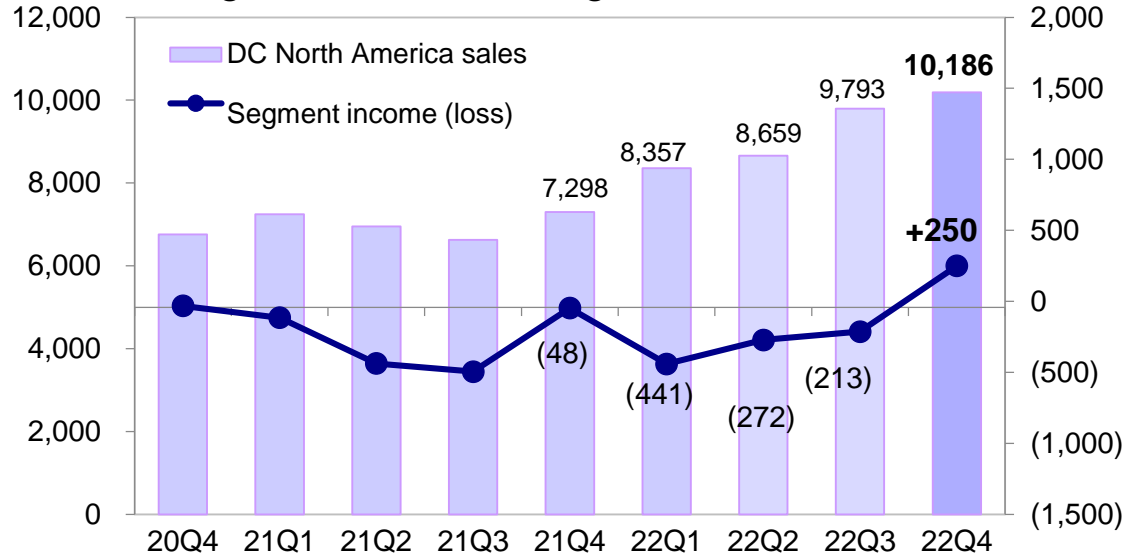


Factors behind change in segment income (Million yen)

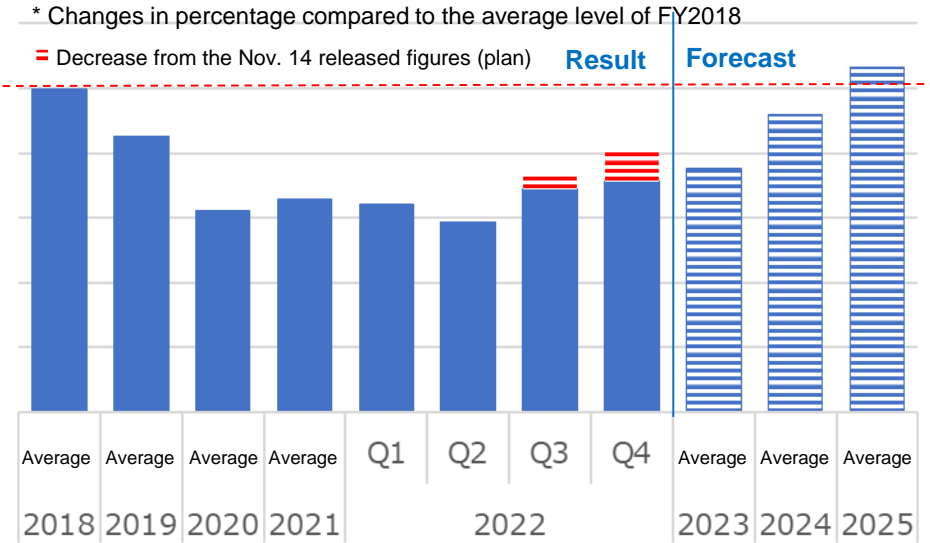


Die Casting in North America

Changes in sales and segment income (Million yen)



Changes in sales weight



<Full year>

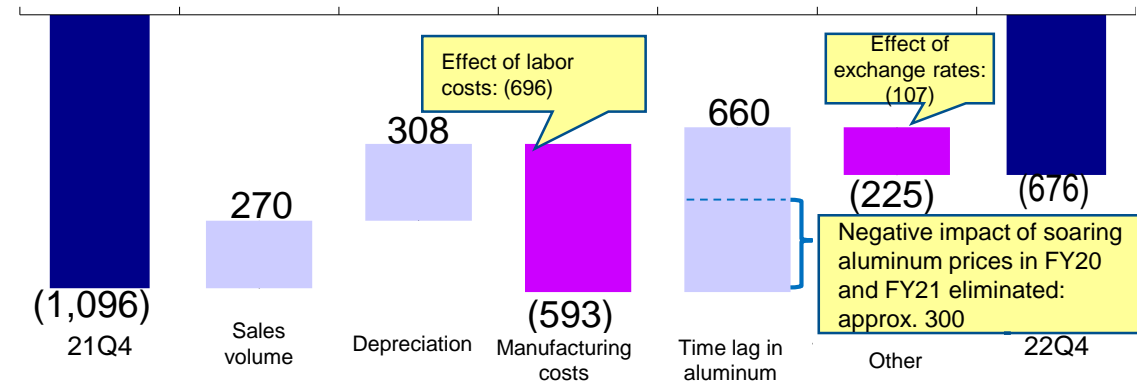
Sales: ¥36,900 million Up ¥8,800 million (31.6%) year on year
 Income: ¥(600 million) Up ¥400 million year on year (loss decreased)

<4Q>

Sales: ¥10,100 million Up ¥2,800 million (39.6%) year on year
 Income: ¥200 million Up ¥200 million year on year (returned to the black)

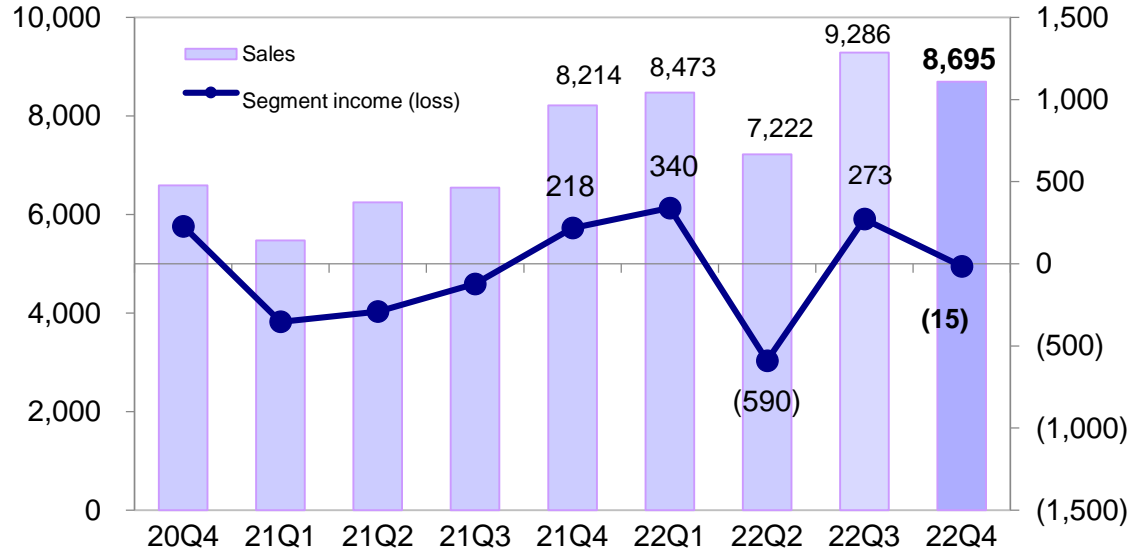
- Sales weight was lower than the plan despite recovery from 1H. However, sales increased partly due to the effect of exchange rates.
- Although revenue was affected by the increase in production costs associated with the rise in labor costs, etc., it returned to the black in 4Q due to the stable effects of cost reduction efforts.

Factors behind changes in segment income (Million yen)



Die Casting in Asia

Changes in sales and segment income (Million yen)



<Full year>

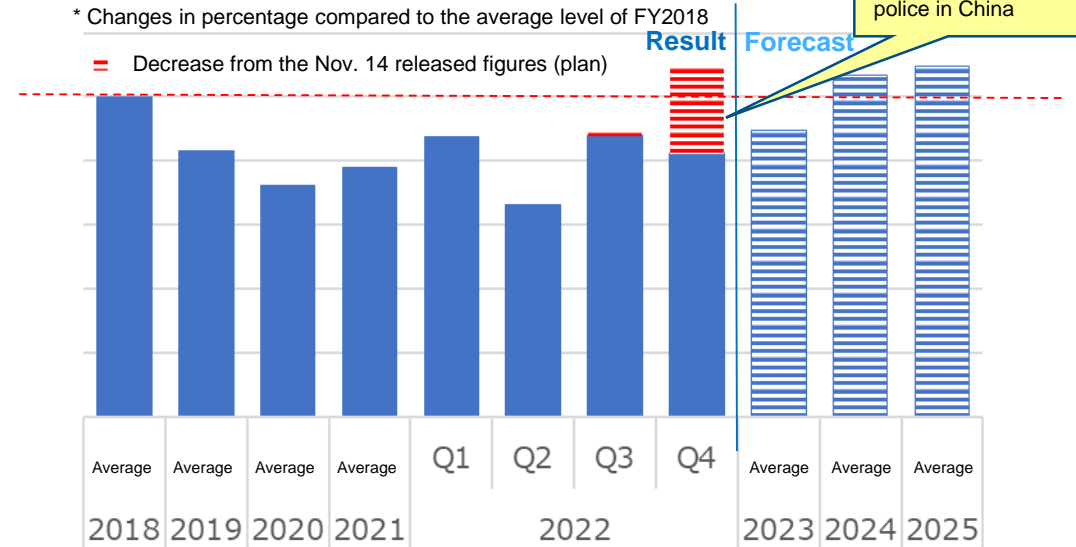
Sales: ¥33,600 million Up ¥7,100 million (27.1%) year on year
Income: ¥8 million Up ¥500 million year on year (returned to the black)

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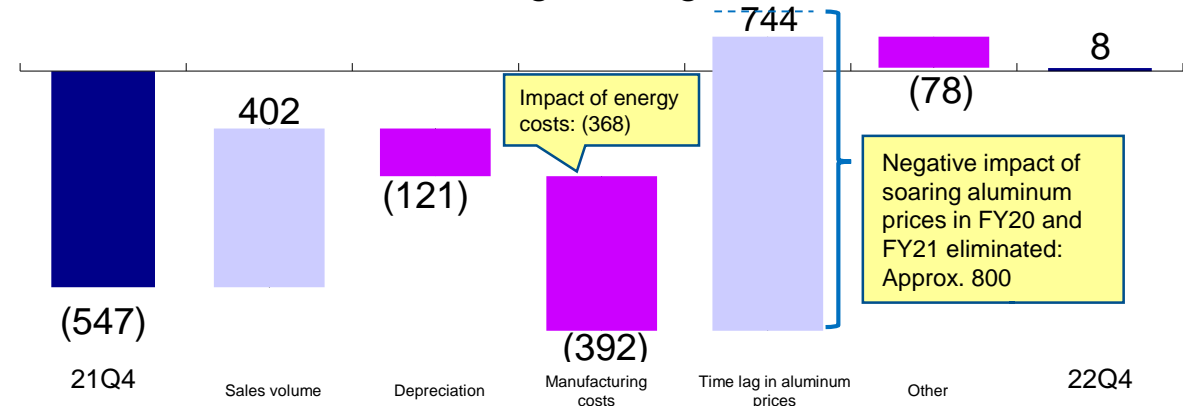
Sales: ¥8,600 million Up ¥400 million (5.9%) year on year
Income: ¥(10 million) Down ¥200 million year on year

➤ Despite the impact of lockdown in China in 1H, sales weight improved due to recovery in production of customers in 2H. Profit was secured for the full year.

Changes in sales weight



Factors behind change in segment income (Million yen)



Commitment to Sustainability

Promoting Diversity & Inclusion

- ✓ Aiming to become a company where diverse human resources can play active roles, we promote system development and workplace improvement to enable diverse working styles.

Certifications acquired in FY2022



Highest rank (three-star) *Eruboshi* certification

- Certified as a company that is **superior in contribution to the empowerment of female employees** and meets the criteria in all of the five categories below: recruitment, continued employment, working hours, proportion of women in managerial positions, and diversity of career courses



Monisu certification under the *Monisu Certification Program* by the Ministry of Health, Labour and Welfare

- Ahresty Inclusive Service Corporation was **certified as an enterprise excelling in the employment of persons with disabilities.**



Certified Health & Productivity Management Outstanding Organization by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi

- Certified for the 2nd consecutive year
- For health and productivity management, promoting also: improvement of lifestyle habits, maintenance and improvement of health, and mental health care

* Ahresty Corporation received the above certifications except the Monisu Certification.

Approach for Promoting Diversity

✓ Promoting diversity as part of the human resources strategy

Creating gender-free workplaces

Step 1: Increasing workplaces and work fields where women can play active roles

Step 2: Increasing the ratio of female employees (strategic recruiting)

Step 3: Developing female leaders (training programs, networking)

Improving the working environment and systems

- Reviewing workstyles, including working hours
 - Supporting employees in balancing work and life events, etc.
- ⇒ Creating workplaces where a good work-life balance can be achieved

Ensure your satisfaction with Ahresty

Promoting women's participation in Japan

[FY2030 target values] Ratio of female employees in Japan: 20% or more

(As of FY2022: 13.8%)

Ratio of female managers in Japan: 10% or more

3.1%)

Diversity of Management

■ Appointment of a female Independent Director (scheduled in June 2023)

- ✓ Incorporating diverse perspectives in management to reinforce governance

■ Promotion of overseas human resources for management executives

- ✓ Background:

Establishing a management system that is adjusted to our customers' advancement in globalization and the growth of major overseas markets

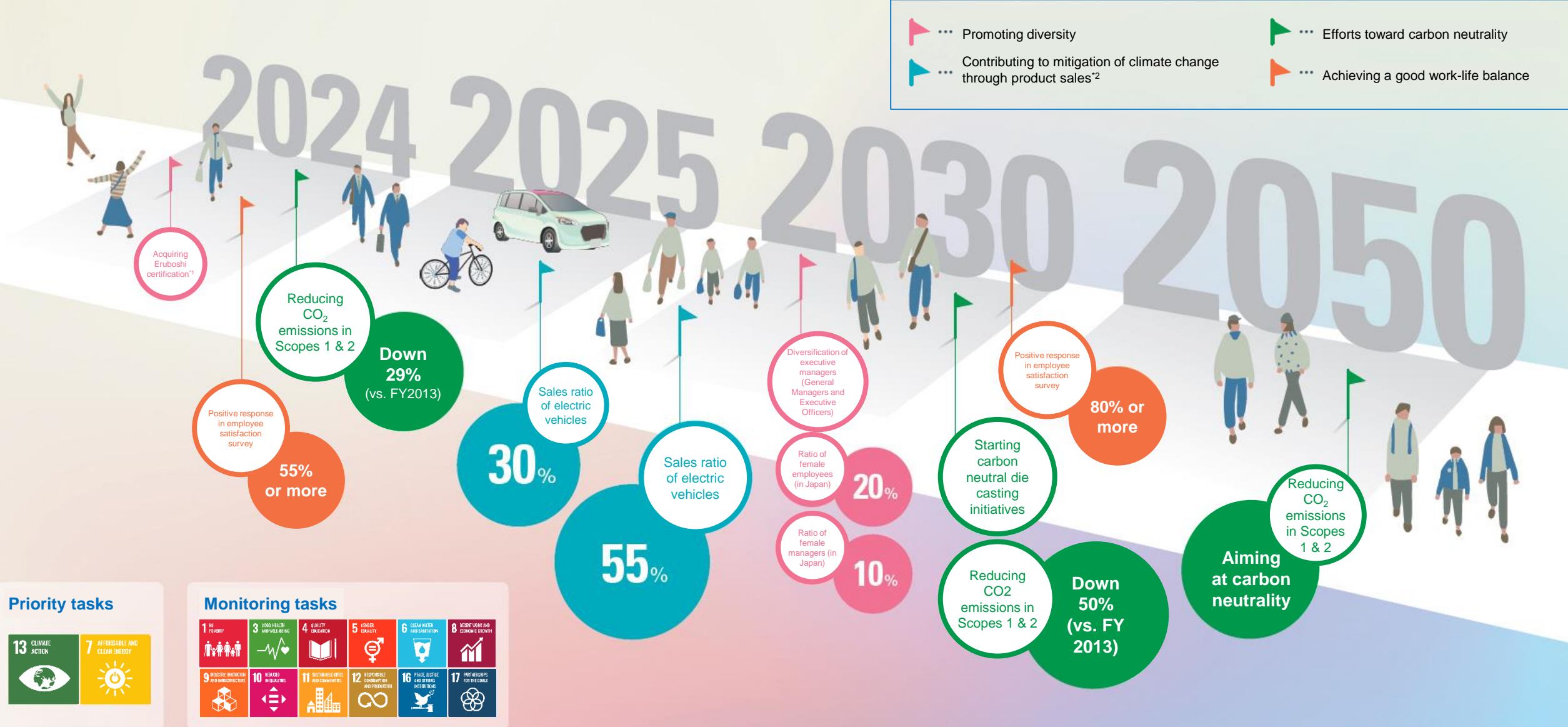
Major measures

- ✓ Global deployment of management employees' succession planning and development programs, establishment of a global system for human resources information collection
- ✓ Establishment of an affiliate governance that pursues an optimal balance between the regional and global axes
- ✓ Shift to a management system that enables the participation of non-Japanese members (gradual shift to English as the major language for important meetings and regulations)

⇒ Aim to create a truly global and diverse corporate culture appropriate for a company listed on the TSE Prime

Sustainability Roadmap

- ... Promoting diversity
- ... Efforts toward carbon neutrality
- ... Contributing to mitigation of climate change through product sales²
- ... Achieving a good work-life balance



Priority tasks

- 13 CLIMATE ACTION
- 7 AFFORDABLE AND CLEAN ENERGY

Monitoring tasks

1 NO POVERTY	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	8 DECENT WORK AND ECONOMIC GROWTH
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS

*1: A program to certify companies that meet certain criteria based on the Act on Promotion of Women's Participation and Advancement in the Workplace and that are excellent in promoting empowerment of women.
 *2: By increasing supplies of aluminum die-cast products, which are lighter than iron, the energy consumption efficiency of vehicles can be improved, contributing to the reduction of CO2 emissions.

Governance

Enhancing the skill matrix

Discussed the required skill matrix for the Board of Directors

From FY2023, the item for human resources and ESG was added to enhance the monitoring function of the initiatives toward solving social issues.

Title	Full time	Responsibility/expertise	Manufacturing, quality, technology development	Sales and marketing	Finance, accounting, capital policy	Legal affairs and risk management	Global (international experience)	Human resources and ESG
Representative Director, Chairman	○	Chief Executive Officer	●	●	●	●	●	●
Representative Director, Chairman	○	Chief Executive Officer in charge of Manufacturing Command	○		●	●	●	●
Representative Director, President	○	In charge of Sales Command, Chief of Quality Assurance Command	○	●				
Director (new)	○	Chief of General Administrative Command			●	●	○	●
Director who is a member of the Audit and Supervisory Committee	○		●	●		●	●	●
Director who is a member of the Audit and Supervisory Committee		Doctor of Economics			●		○	●
Director who is a member of the Audit and Supervisory Committee		Lawyer				●		
Director who is a member of the Audit and Supervisory Committee (new)		Doctor of Economics			●			●
Director who is a member of the Audit and Supervisory Committee (new)		Corporate manager	●	●			●	

Required knowledge, skills, experience	Expected role
<u>Manufacturing, quality, technology development</u>	Response to rapidly advancing electrification Contribution to the world's top level MONOZUKURI
<u>Sales and marketing</u>	Response to expanding overseas markets
<u>Finance, accounting, capital policy</u>	Enhancement of the Group's profitability and financial foundation
<u>Legal affairs and risk management</u>	Management sophistication for proper risk taking
<u>Global (international experience)</u>	Management in response to overseas business expansion
Added <u>Human resources and ESG</u>	Response to sustainability management

* Title: The title of the position if approved at the annual shareholders' meeting is presented.

* Skills: ● for direct knowledge, experience, abilities, etc. and ○ for related knowledge, experience, abilities, etc.