Contributed to improving people's quality of life and environmental protection by continuing to create business, focused on aluminum.

Conversion into various types of capital through increased social value

**INPUT**
As of March 31, 2022

- **Financial Capital**
  - Shareholders' equity: 195.0 billion yen
  - Interest-bearing debt: 155.4 billion yen

- **Fixed Capital**
  - Production sites (domestic plants and overseas)
  - Capital expenditures: 23.2 billion yen

- **Human Capital**
  - Employees: 12,750
  - Annual expenditure on education and training: 17.800 yen/employee

- **Intellectual Capital**
  - Number of patents held: 1,336
  - Research and development expenses: 6,443 million yen

- **Social Capital**
  - Strong relationship with customers
  - Widespread variety of customer groups through broad reach of business leaders

- **Natural Capital**
  - Electrical energy usage: 8.3 TWh
  - Water consumption: 0.9 million m³

**OUTCOME**
FY2022-24 Mid-term Management Plan

1. Providing products and businesses that contribute to the creation of social value
   - Business Activities
   - Financial Capital
   - Social Capital
   - Natural Capital
2. Reinforcing the management foundation
   - Market Sectors
   - Environmental protection

**Opportunities**
- Achieving the Corporate Philosophy
- Reinforcing the management foundation
- Building a robust, safe, and secure supply chain

**Risks**
- Climate change risks
- Inter-material competition risks
- Supply chain fragmentation risks
- Risk of reduction in sales attributable to competitive products

**External Environment**
- Carbon neutrality
- Circular economy
- Technological innovation
- Changing demographics
- Advancement of globalization
- Respect for human rights / diversity & inclusion
- Food issues

*The exclusion of Toyo Aluminium K.K. and other companies constituting the Foil and Powder Products segment from the scope of consolidation is planned to occur on March 31, 2023.*