

Financial Year ended 31 March 2024 Annual Results

- Revenue and OP increase in full-year with continuous Automotive improvement. Net profit turned to the black, improved significantly from the previous year with huge impairment loss
- Full-year revenue and OP forecasts for Financial Year ending March 2025 increase while profits below profit before taxation decrease due to one-off credits related to Russian JV recorded in FY2024/3. Continue to focus on improving performance and financial stability under a new MTP
- Initiatives under Revival Plan 24 (RP24) carried out for three years to create business structure for sustainable growth contributed to steady restoration of financial stability. Shareholders' equity ratio and free cash flow above RP24 financial targets for three consecutive years
- Details of a new MTP '2030 Vision: Shift the Phase' to be disclosed on 13 May 2024

1. Financial Year ended 31 March 2024 Annual Results

- Group cumulative in Q4 of JPY 832.5 billion (+69.0 bn, +9.0% YoY), and operating profit of JPY 35.9 billion (+1.0 bn, +3.0% YoY), both improved from the previous year. Revenue and operating profit mainly increased with significant improvement in Automotive glass business
- Group revenue in Q4 (Jan-Mar) of JPY 219.8 billion (+22.5 bn, +11.4% YoY), and operating profit of JPY 3.8 billion (-6.9 bn, YoY). Revenue increased, however, operating profit decreased affected by economic slowdown in Europe
- Exceptional items (net) improved by JPY 45.2 billion to JPY 0.1 billion as no recurrence of the significant impairment of goodwill during the previous year. Finance expenses increased to JPY 28.2 billion while recording reversal of previous impairment of financial receivables owed by JVs of JPY 3.7 bn and reversal of previous impairment of investments of JPY 1.0 billion arising from the disposal by the Group's JV of its Russian subsidiaries in Q1. As a result, net profit* of JPY 10.6 billion (+44.4 bn, FY2023/3 was a loss of 33.8 bn), turned into a significant surplus from net loss triggered by the significant impairment in the previous year
- Shareholders' equity ratio recovered to 12.3% (+2.1pt vs PY end). Free Cash Flow is positive JPY 27.6 billion (-7.6 bn, YoY) in Q4 and JPY 15.3 billion (+1.4 bn, YoY) for full-year, achieving RP24 target of JPY 10.0 billion for three consecutive years

< Consolidated Income Statement >

(JPY bn)	Q4 (3 months)			Full-year (12 months)			FY2024/3 Full-year forecast
	FY2023/3	FY2024/3	Change	FY2023/3	FY2024/3	Change	
Revenue	197.3	219.8	22.5	763.5	832.5	69.0	840.0
Operating profit	10.7	3.8	(6.9)	34.8	35.9	1.0	42.0
ROS: Return on sales	5.4%	1.7%	(3.7) pt	4.6%	4.3%	(0.3) pt	5.0%
Exceptional items (net)	(1.2)	(0.8)	0.4	(45.2)	0.1	45.2	0.0
Operating profit/(loss) after exceptional items	9.4	2.9	(6.5)	(10.3)	36.0	46.3	42.0
Finance expenses (net)	(6.1)	(7.8)	(1.7)	(17.4)	(28.2)	(10.8)	(29.0)
Other gains/(losses) on equity method investments	-	-	-	-	3.7	3.7	4.0
Share of JVs and associates' profits	2.0	1.4	(0.6)	7.3	5.1	(2.2)	5.0
Other gains/(losses) on equity method investments	(0.4)	(0.0)	0.4	(1.5)	1.0	2.5	1.0
Profit/(loss) before taxation	4.9	(3.5)	(8.4)	(21.9)	17.6	39.5	23.0
Profit/(loss) for the period	3.8	(3.2)	(6.9)	(31.0)	10.9	41.9	14.0
Net profit/(loss) *	3.4	(2.9)	(6.3)	(33.8)	10.6	44.4	13.0
EBITDA	20.7	16.8	(3.9)	75.0	81.8	6.8	
Free Cash Flow	35.3	27.6	(7.6)	13.9	15.3	1.4	

*Profit/(loss) attributable to owners of the parent

(JPY bn)	31 March 2023	31 March 2024	Change
Total Assets	951.4	1,007.6	56.2
Shareholders' equity	97.0	124.3	27.2
Shareholders' Equity Ratio	10.2%	12.3%	+2.1pt

<Business Results>

Architectural Glass	OP decrease due to European economic slowdown while revenue increase. Robust demand continued for solar energy glass, a new facility in Malaysia started production in December
Automotive Glass	Cumulative revenue and OP increased significantly as a whole business. Sales volumes increased with an easing of constrained vehicle build and sales prices improved reflecting further progress in price improvement to pass-through the impact of materials and other costs rise
Technical Glass	OP decrease affected continuously by IT market slowdown, material and other cost rises, and worse sales mix while revenue increase with weaker JPY

(JPY bn)	FY2023/3		FY2024/3		Change	
	Q4 (3 months)	Full-year	Q4 (3 months)	Full-year	Q4 (3 months)	Full-year
Revenue						
Architectural Glass	90.3	365.9	97.3	371.8	7.0	5.8
Automotive Glass	96.3	354.7	111.7	417.6	15.4	62.9
Technical Glass	9.0	38.8	10.3	39.9	1.3	1.2
Other	1.8	4.1	0.6	3.3	(1.2)	(0.9)
Total Revenue	197.3	763.5	219.8	832.5	22.5	69.0
Operating profit						
Architectural Glass	7.4	33.6	2.9	29.1	(4.5)	(4.5)
Automotive Glass	5.2	4.1	2.0	11.3	(3.1)	7.3
Technical Glass	1.5	8.7	1.5	7.1	(0.0)	(1.6)
Other	(3.4)	(11.5)	(2.6)	(11.7)	0.8	(0.2)
Total Operating profit	10.7	34.8	3.8	35.9	(6.9)	1.0

3. Forecast for Financial Year ending March 2025

- Revenue and OP to increase while profit before taxation, profit for the period and net profit* decrease due to no repetition of the FY2024/3 one-off credits related to the disposal of Russian JV expected. Continue to focus on improving performance and financial stability under a new MTP
- Continuous material costs and other costs to rise with worldwide inflation trend, while stable energy costs assumed
- Continue cost reduction, expansion of VA products and sales price increases while economic slowdown in Europe continue for the time being

<Forecast for Financial Year ending March 2025>

(JPY bn)	FY2024/3 Actual		FY2025/3 Forecast		Change	
	H1	Full-year	H1	Full-year	H1	Full-year
Revenue	420.2	832.5	410.0	840.0	(10.2)	7.5
Operating profit	26.0	35.9	16.0	37.0	(10.0)	1.1
Exceptional items (net)	0.3	0.1	-	-	(0.3)	(0.1)
Operating profit after exceptional items	26.3	36.0	16.0	37.0	(10.3)	1.0
Finance expenses (net)	(14.0)	(28.2)	(14.0)	(29.0)	0.0	(0.8)
Reversal of previous impairment of financial receivables owed by JVs and associates	3.7	3.7	-	-	(3.7)	(3.7)
Share of JVs and associates' profits	2.2	5.1	2.5	5.0	0.3	(0.1)
Other gains on equity method investments	1.1	1.0	-	-	(1.1)	(1.0)
Profit before taxation	19.3	17.6	4.5	13.0	(14.8)	(4.6)
Profit for the period	10.5	10.9	2.0	6.0	(8.5)	(4.9)
Net profit*	9.8	10.6	1.0	4.0	(8.8)	(6.6)

*Profit attributable to owners of the parent

4. Update of Transformation Initiatives under Revival Plan 24

Transformation Initiatives under Revival Plan 24



Initiatives for three years to create business structure for sustainable growth contributed to restoration of financial stability

Three Reforms

● Cost structure reform

- Consolidation/Closure of sites/production lines mainly in Automotive business in Europe and Americas (Reduction of approx. 2,340 headcounts since FY2020/3 end and of JPY 18.0 bn labor costs)
- Realized sales price improvements in all businesses (Approx. JPY 80.0 bn)

● Business structure reform

- The 2nd new float furnace in Argentina contributing to profit
- Investments for high-growth business (glass for solar energy)
 - Converted the existing float line for solar energy glass in Malaysia
 - Installing a new facility for solar energy glass at the existing float line in Rossford, Ohio, USA (Start of production during CY2025 January-March)

● Corporate culture reform

- Develop 'Inclusion & Diversity (I&D)' into 'Diversity, Equity & Inclusion (DEI)'
- Creating 'Leadership behavior charter' in response to 'Your Voice' survey
- To promote cultural reform from leaders with '4 Fs' (Flat organization, Frank Communication, Fast decision making, and Fun at workplace)

Transformation Initiatives under Revival Plan 24



Initiatives for three years to create business structure for sustainable growth contributed to restoration of financial stability

Two Key Initiatives

● Restoration of financial stability

- ROS : 4.3% being below the RP24 target but improvement from start of RP24 period
- Net profit : Loss of JPY 19.0 bn cumulatively, failed to achieve the target due to impairments
- Shareholders' equity ratio : 12.3%, exceeding the target of 10% for 3 consecutive years
- FCF : JPY15.3 bn inflow, achieved the target of JPY 10.0 bn during RP24

	(Ref) FY2021/3 Actual	FY2022/3 Actual	FY2023/3 Actual	FY2024/3 Actual	FY2024/3 Target
Operating profit margin*1	2.6%	3.3%	4.6%	4.3%	8%
Net profit/ (loss)*2	JPY (16.9) bn	JPY 4.1 bn	JPY (33.8) bn	JPY 10.6 bn	> JPY 30.0 bn cumulatively for 3 years
Shareholders' equity ratio	7.6%	15.5%	10.2%	12.3%	> 10%
Free cash flow	JPY (4.5) bn	JPY 22.3 bn	JPY 13.9 bn	JPY 15.3 bn	> JPY 10.0 bn

*1 Operating profit before exceptional items *2 Profit/(loss) attributable to owners of the parent

● Transformation into more profitable business portfolio

- Disposal of Battery Separator business
- Restructure of Automotive business in China
- Withdrawal from Russian market by disposal of JV

5. New MTP '2030 Vision: Shift the Phase'

New MTP '2030 Vision: Shift the Phase'

Shift our company's phase and become vital in advancing a sustainable society.
Details to be disclosed on 13 May 2024

Revival Plan 24 (RP24)
~FY2024/3

Margins still in low level
although steady profitable improvement

2030 Vision : Shift the Phase
FY2025/3~

Enhance profitability, reduce debt by improving
cash flows, and enhance equity with strategies
based on 4Ds

	RP24 Targets	FY2024/3 Actual	Achievements
Operating profit margin	8%	4.3%	×
Net profit	More than JPY 30.0 bn cumulatively for 3 years	Loss of JPY (19.0) bn cumulatively for 3 years	×
Shareholders' equity ratio	More than 10%	12.3%	○
Free cash flow	More than JPY 10.0 bn	JPY 15.3 bn	○

4Ds

- **B**usiness **D**evelopment
- **D**ecarbonization
- **D**igital Transformation
- **D**iverse Talent

Profitability (P/L) → Cash Generating (C/F) → Stabilization of Financial Status (B/S)

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