

SHINAGAWA UPDATE

Results for Fiscal Year ended March 2021

June 16, 2021

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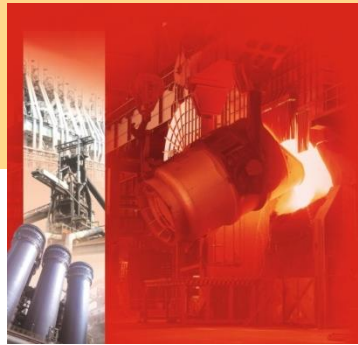
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I. Overview of Financial Results for 2020 (Fiscal Year ended March 2021)

1. Consolidated Financial Highlights

(Unit: Million JPY)

	FY 2019	FY 2020	YoY
	Results	Results	
Net Sales	118,973	99,969	▽16.0%
Operating Income	9,597	7,285	▽24.1%
Ordinary Income (ROS)	9,844 (8.3%)	8,220 (8.2%)	▽16.5% (▽0.1pt)
Profit attributable to owners of parent	5,550	2,114	▽61.9%

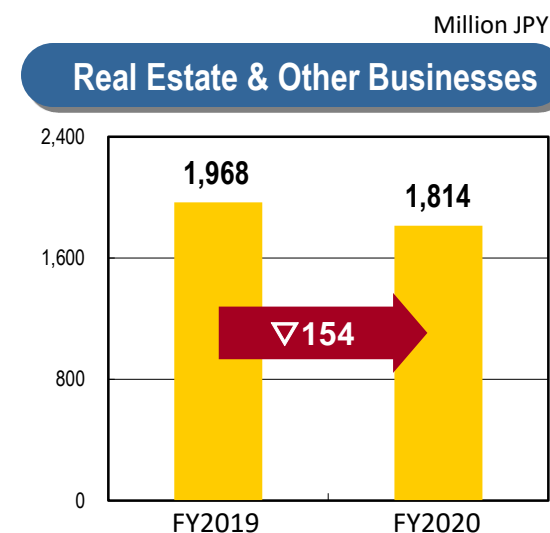
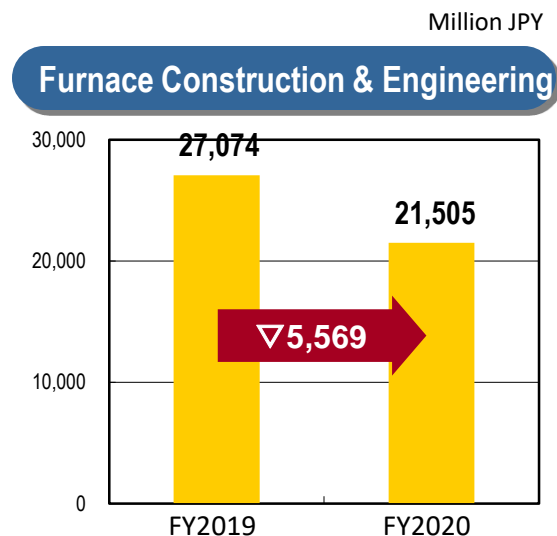
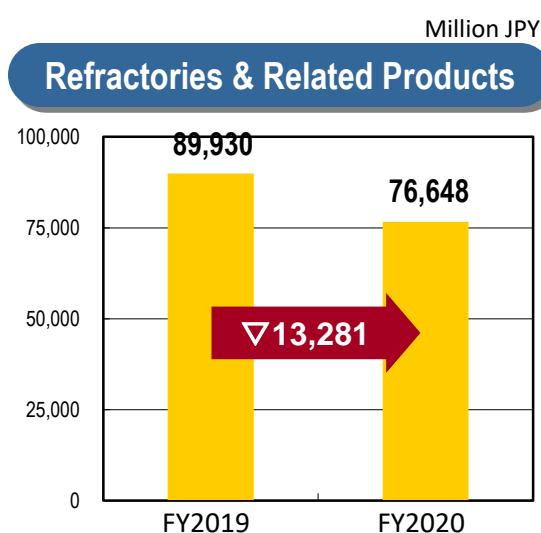
- Japanese crude steel production in 2020 decreased by 15.9% to 82.79 million tons YoY
- Net sales decreased by 16.0% due to lower refractory sales and maintenance works caused by a decrease in Japanese crude steel production
- Operating income decreased by 24.1% mainly due to lower refractory sales
- Profit attributable to owners of parent decreased significantly by 61.9% due to impairment loss of 3.3 billion yen

2. Net Sales by Business Segment

(Unit: Million JPY)

	FY 2019	FY 2020	YoY
	Results	Results	
Refractories & Related Products	89,930 [75.6]	76,648 [76.7]	▽14.8%
Furnace Construction & Engineering	27,074 [22.8]	21,505 [21.5]	▽20.6%
Real Estate & Other Businesses	1,968 [1.7]	1,814 [1.8]	▽7.8%
Total	118,973 [100.0]	99,969 [100.0]	▽16.0%

Note: Figures in square brackets [] indicate net sales share (%) by business segment.



3. Operating Income by Business Segment

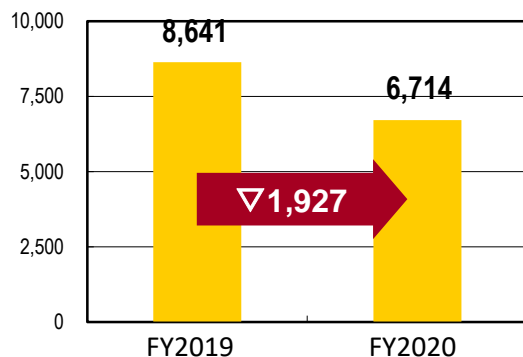
(Unit: Million JPY)

	FY 2019	FY 2020	YoY
	Results	Results	
Refractories & Related Products	8,641 [79.5]	6,714 [77.9]	▽22.3%
Furnace Construction & Engineering	1,177 [10.8]	924 [10.7]	▽21.5%
Real Estate & Other Businesses	1,057 [9.7]	979 [11.4]	▽7.4%
Total	10,877 [100.0]	8,618 [100.0]	▽20.8%
Adjustments	▽1,279	▽1,332	—
Operating Income	9,597	7,285	▽24.1%

Note: Figures in square brackets [] indicate net sales share (%) by business segment.

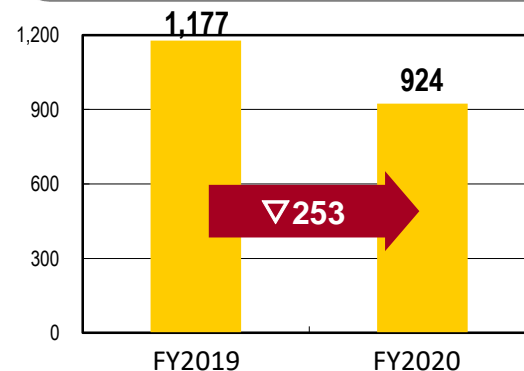
Million JPY

Refractories & Related Products



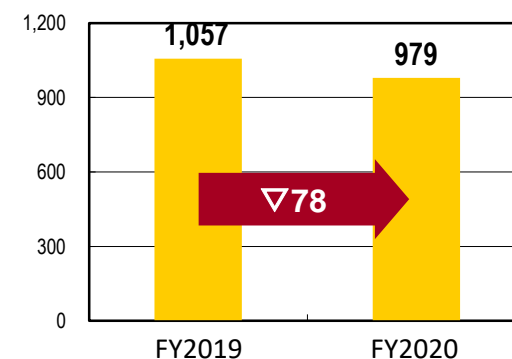
Million JPY

Furnace Construction & Engineering



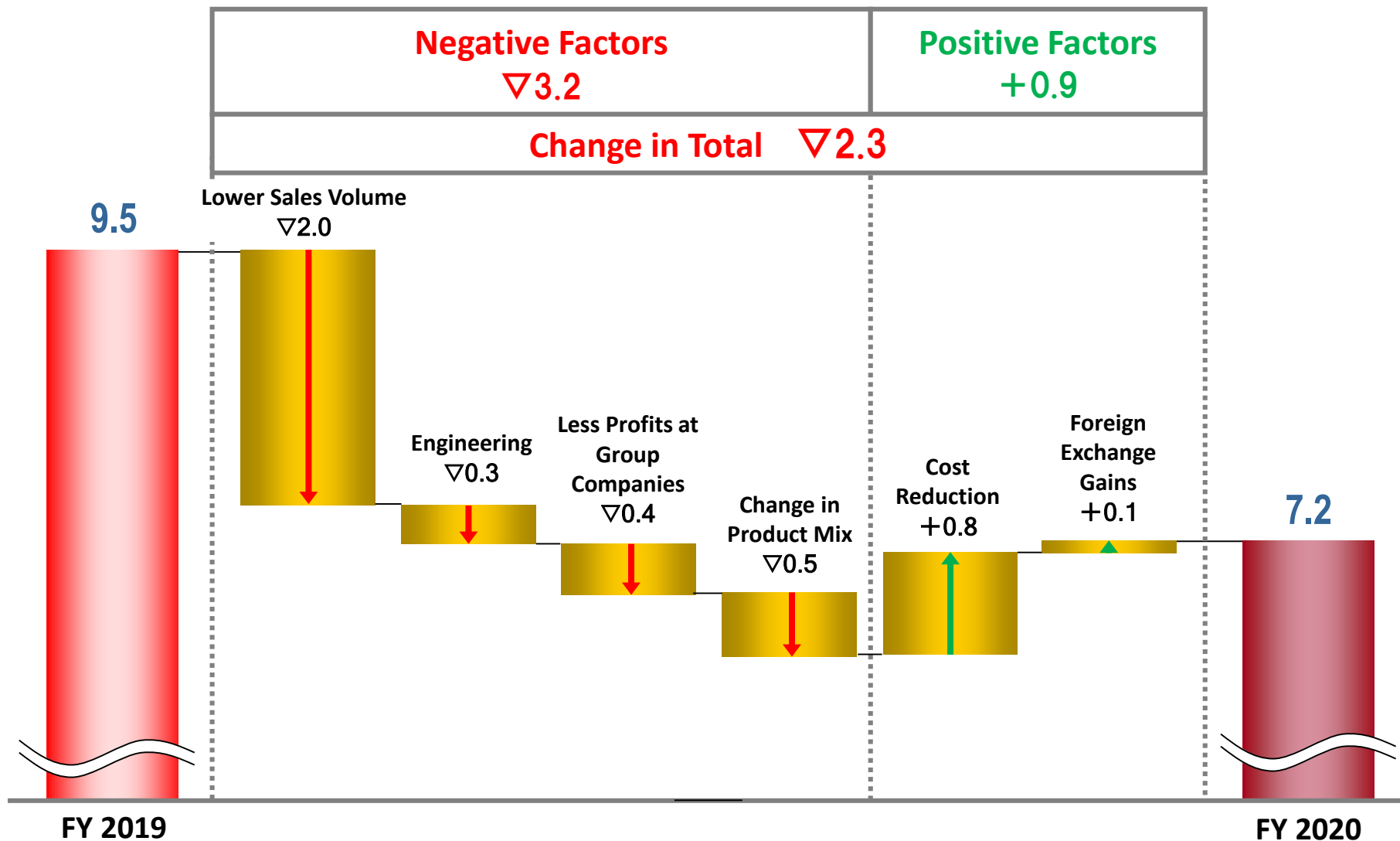
Million JPY

Real Estate & Other Businesses



4. Factors Behind Changes in Operating Income (YoY)

(Unit: Billion JPY)



5. Consolidated Balance Sheet

(Unit: Million JPY)

	2020/3	2021/3	Changes	
Current Assets	72,010	71,654	▽356	▪ Cash & Cash Equivalents +2,895 ▪ Receivables ▽2,660 ▪ Inventories ▽558
Fixed Assets	38,237	38,550	+313	▪ Tangible & intangible Fixed Assets ▽2,468 ▪ Investment & Other Assets +2,780
Total Assets	110,247	110,205	▽42	
Current Liabilities	34,246	35,149	+903	▪ Accounts Payable ▽1,285 ▪ Short Term Debt +1,731 ▪ Accrued expenses ▽1,534 ▪ Income Taxes Payable+450 ▪ Current Portion of Deposit on Contract+1,506
Fixed Liabilities	9,286	4,772	▽4,514	▪ Long-term Loans Payable ▽2,779 ▪ Long-term Deposit on Contract ▽1,448
Total Liabilities	43,532	39,872	▽3,660	
Shareholders' Equity	58,228	59,267	+1,039	▪ Retained Earnings +1,023
Accumulated Other Comprehensive Incomes	▽219	1,413	+1,632	▪ Valuation difference on available-for-sale securities +1,362
Non-controlling Interest	8,705	9,653	+948	
Total Net Assets	66,714	70,333	+3,619	
Total Liabilities & Net Assets	110,247	110,205	▽42	

	2020/3	2021/3
ROE (Return on Equity)	9.9%	3.6%

6. Consolidated Cash Flows

(Unit: Million JPY)

	FY 2019	FY 2020	Changes
Cash Flows from Operating Activities	7,769	9,327	
Cash Flows from Investing Activities	▽3,840	▽4,006	
Cash Flows from Financing Activities	▽2,549	▽2,411	
Cash and Cash Equivalents at the End of Period	12,669	15,564	+2,895

【 Main contents of cash flows from operating activities 】

- Income before Income Taxes +4,413
- Depreciation +2,581
- Impairment Loss +3,384
- Changes in Receivables +2,648
- Changes in Accounts Payable ▽1,270
- Income Taxes Paid ▽1,369

【 Main contents of cash flows from investing activities 】

- Purchase of Tangible Fixed Assets ▽4,085

【 Main contents of cash flows from financing activities 】

- Repayments of Long-term Loans Payable ▽1,122
- Cash Dividends Paid ▽1,027

■ Interest-bearing Debt/Cash Flow Ratio

(Unit: Million JPY)

	FY 2019	FY 2020	Changes
Interest-bearing Debt	14,748	13,683	▽1,065
Cash Flows from Operating Activities	7,769	9,327	+1,558
Ratio (Year)	1.9	1.5	0.4

【 Improvement 】

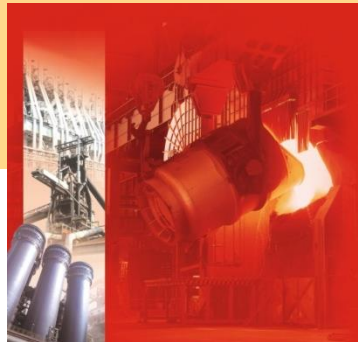
7. Consolidated Financial Targets for FY2021

(Unit: Million JPY)

	FY 2020	FY 2021	YoY
	Results	Targets	
Net Sales	99,969 [100.0]	108,000 [100.0]	+10.0%
Operating Income	7,285 [7.3]	8,500 [7.9]	+17.0%
Ordinary Income	8,220 [8.2]	9,000 [8.3]	+9.8%
Profit attributable to owners of parent	2,114 [2.1]	5,800 [5.4]	+173.5%

Note: Figures in square brackets [] indicate ratio (%) to Net Sales

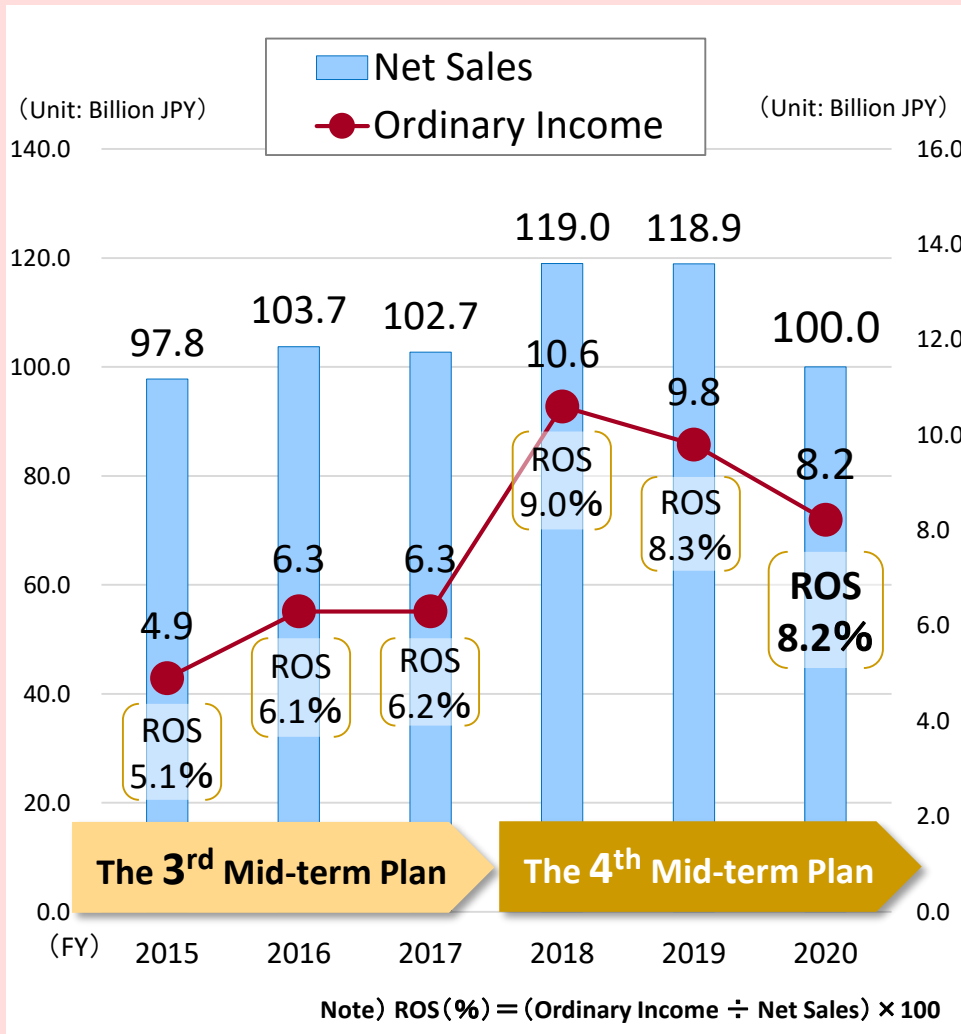
Note: From the beginning of FY 2021, i.e. April 2021, Shinagawa newly adopts "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29). In order to properly show the improvements from the previous year, YoY rate changes are calculated as if the said accounting standard is retroactively applied in FY 2020.



II. Mid-term Management Plan

1. Previous Mid-term Management Plan: Targets vs Results ①

(The 4th Mid-term Plan: FY 2018 – 2020)



Final Results of The 4th Mid-term Plan

	FY2020	
	Targets*	Results
Net Sales	123 Billion JPY	100 Billion JPY
ROS	over 8%	8.2%

* Targets for FY 2020 was announced on May 10, 2018

【Key Initiatives】

- Initiating new pricing policies to secure proper margins
- Further market penetration and cost reductions

Achieved ROS target of over 8.0%

1. Previous Mid-term Management Plan: Targets vs Results ②

(The 4th Mid-term Plan: FY 2018 – 2020)

PRIMARY INITIATIVES

SALES

- **Developing New Markets**
- **Improving the Profit margin**

PRODUCTION

- **Cost Reduction in Productions**
Yield / Productivity Improvement & Further Promotion of Recycling
- **Cost Reduction in Procurements**
Suppliers Diversification & Developing Technologies for Further Use of Low Grade Raw Materials
- **Production Equipment Upgrade**
Upgrade and Automation of Large Press & Various Furnaces
New Production Process for BOF Bricks with Higher Durability

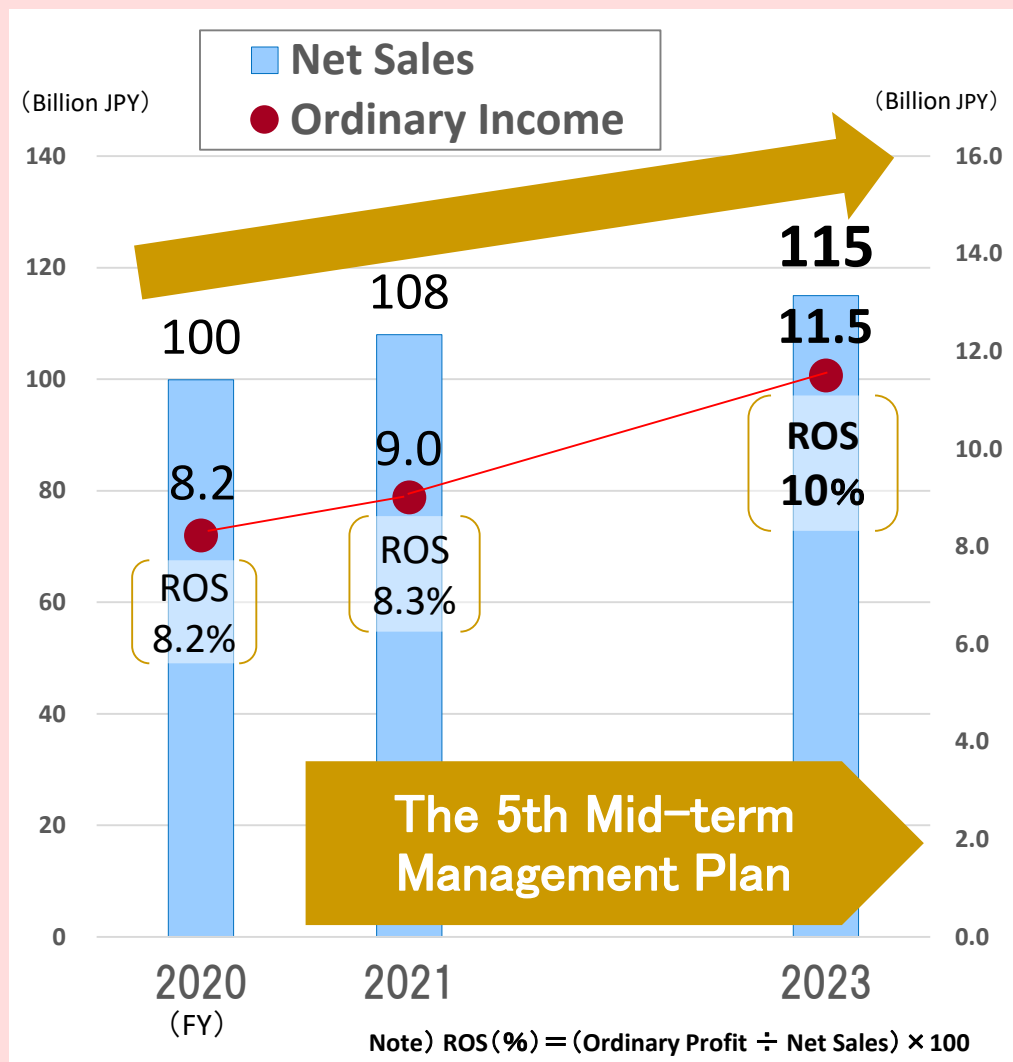
OVERSEAS BUSINESS

- **India: Started Production/Sales of Tap Hole Clays for Blast Furnaces (March 2021)**
- **USA: Started Production/Sales of Spray Dried Mold Powders for Continuous Castings (May 2019)**

2. The 5th Mid-term Management Plan (FY 2021-2023) *Business Environment*

	Japan	World
COVID-19	No prospect yet for the end of spreading infection	Definite signs of recovery in various countries
Steel Industry	Declining steel demand in Japan triggers further blast furnaces shutdown & steelworks closure “Annual Crude Steel Production stays at a low level of 90M tons”	Expecting increasing steel demand globally, especially in Asia and Americas
Economy	Expecting Post COVID-19 recovery globally, while concern and uncertainty over Japanese economy remain	

3. The 5th Mid-term Management Plan (FY 2021-2023) Financial Targets (Consolidated)



Financial Targets in FY2023

	FY 2023 Targets
Net Sales	115 billion JPY
Ordinary Income	11.5 billion JPY
ROS	10%

【Main Premise of the Plan】

- Annual Crude Steel Production in Japan: **90 million tons**
- Exchange Rate: **1US\$ = 105 JPY**

4. The 5th Mid-term Management Plan (FY 2021-2023)

Mission Statement & Primary Action Plans

Mission Statement

Achieving record profits by providing innovative new products that exactly meet our customers' needs, with the highest degree of competitiveness in quality and cost produced using our most advanced technologies.

Primary Action Plans

1. Japanese Business

- Refractories with Ceramic Fibers: Complete Package
- Integrated Services from Design to Construction
- Further Accelerating New Products Development
- Increasing Cost Competitiveness with Reducing Environment Footprint
- Optimizing Production Processes to Increase Cost Competitiveness

2. Overseas Business

- Further Promoting Technical & Commercial Collaboration with Quality Local Producers in Each Market
- Establishing More Local Productions: China, India and USA

3. New Business

- Market Developments for New Innovative Non-Refractory Products

4. Capital Investment

- 14 Billion JPY for 2021-2023 (11 Billion JPY for 2018-2020)

5. Primary Action Plans **1** Business Expansion in Japan

1) Sales & Market Expansion of Refractories & Ceramic Fibers ①

【Action Plans】

Further Promoting Value Addition Approaches

- Packaging Refractory Sales with Construction Services
- Offering Construction Tools and Technologies
- Proposing New Products & Designs for Environmentally Friendly Solutions
- Packaging Sales of Refractory with Ceramic Fibers (Isolite Products)

【Targeted Markets】

- Sales Expansion
Integrated Steel mills, Mini Mills & Cement
⇒ Further Increasing Presence by Offering Refractories that help them to Reduce CO₂ Emission
- Market Expansion
⇒ Non Ferrous
⇒ Industrial Furnace
⇒ Engineering Companies

5. Primary Action Plans **1** Business Expansion in Japan

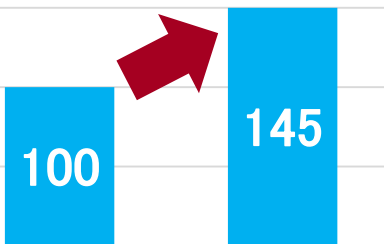
1) Sales & Market Expansion of Refractories & Ceramic Fibers ②

▶ Sales Expansion of Monolithic Refractories to Non-Iron & Steel Markets

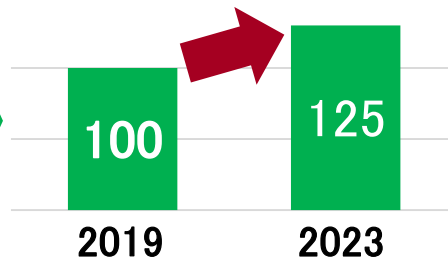
【Monolithic Refractories Sales Targets in Index】

(FY 2019 = 0)

Non-Iron & Steel
Markets: Equipment
Producers*
(Approx. 50 Companies)



(Reference)
For Iron & Steel
Markets



*Induction/Electric/Ladle Furnaces

- Monolithic Steel Ladle
- Packaging Refractory Sales with Construction Services
- Sales Collaboration with Non-Refractory Products from Shinagawa Group Companies
 - Fine Ceramics
 - Ceramic Fibers
- Refractory Sales
 - Large Precast Blocks
 - Refractories for Repair/Patching

5. Primary Action Plans **1** Business Expansion in Japan

1) Sales & Market Expansion of Refractories & Ceramic Fibers ③

~ Expanding Synergies with Isolite Insulating Products ~

▶ Introducing New Innovative Products by Technology Integration

【Shinagawa】
Refractory Technologies



【Isolite】
Ceramic Fiber Technologies

New Composite Materials rich in Ceramic Fibers

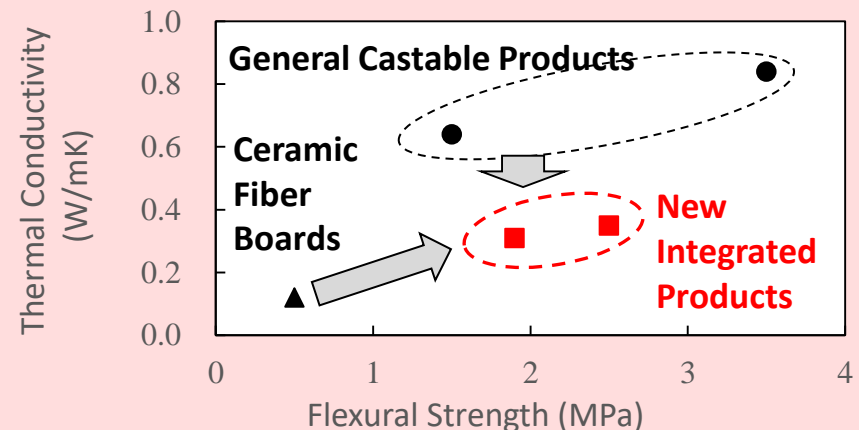
【Key Properties】

- Heat Insulation
- Heat Resistance
- Corrosion Resistance
- Strength

Higher Performances
can be Achieved by
Technology Integration

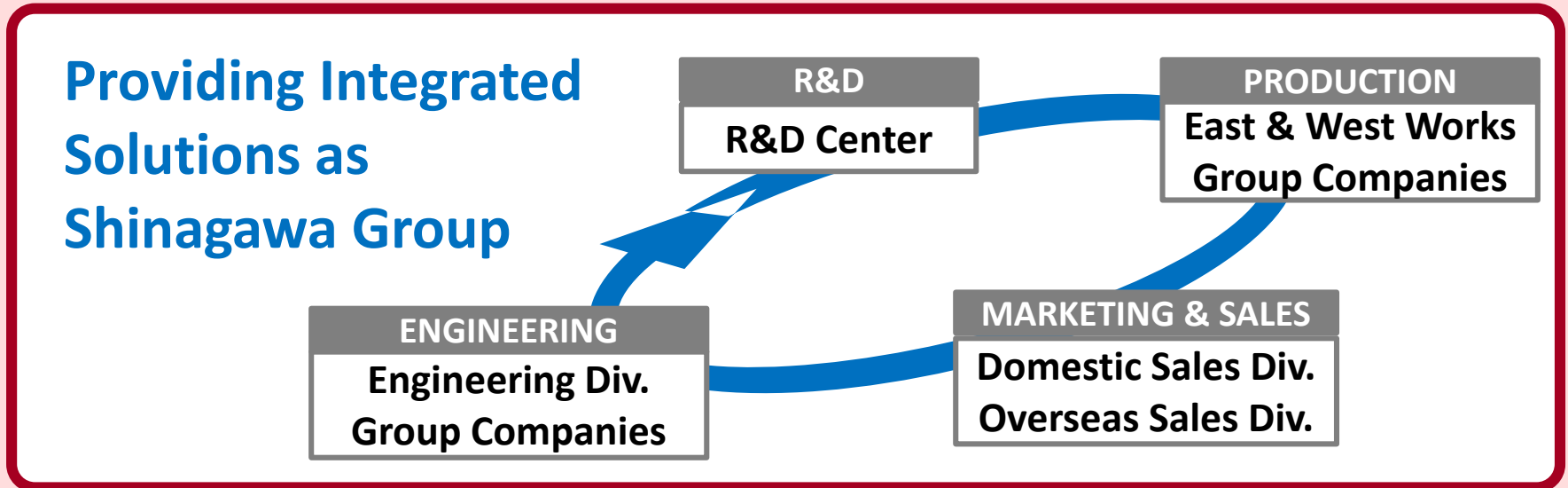


Opportunities for Many
New Applications

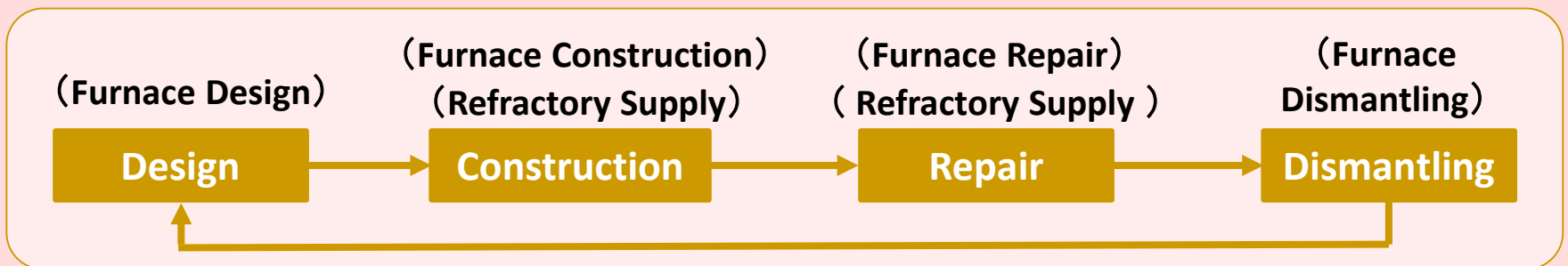


5. Primary Action Plans **1** Business Expansion in Japan

2) Integrated Services from Design to Construction



[Life Cycle of Customers' Furnaces/Kilns]

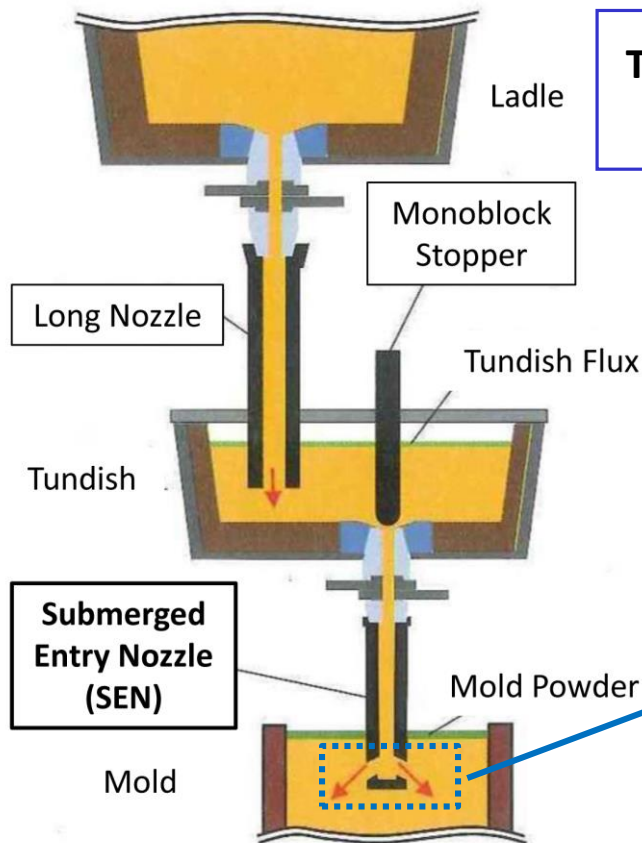


5. Primary Action Plans **1** Business Expansion in Japan

3) Further Accelerating New Products Development

~ Reinforcing Research Functions with Academic-Industrial Collaboration ~

【SEN with Anti-Clogging Property for Improving Steel Quality】



Test Product Development & Water Modeling by Fluid Calculation
➔ Speeding up by Leveling up Computational Fluid Dynamics

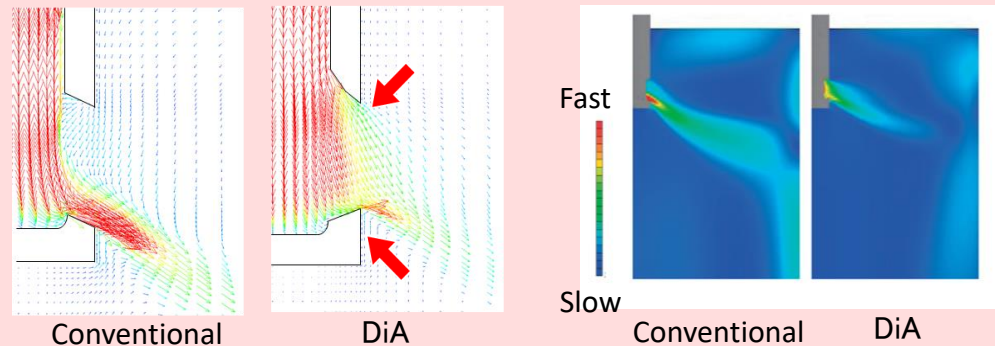
① Design of New SEN by Fluid Calculation

• Adjusting Discharge Port Angles

Features: Upper/ 2 stage cut + Lower/ Facing up

• Improving Molten Steel Flow in the Mold

⇒ Reducing Slab Defect Rate



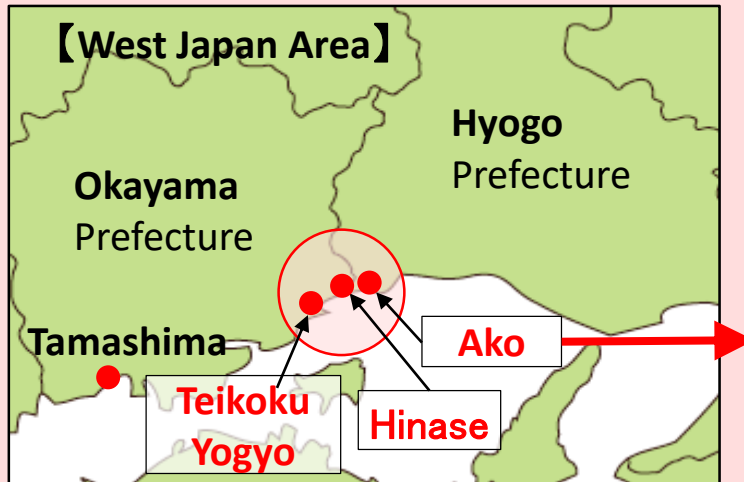
② Joint Research with the University's Fluid Dynamics Laboratory

5. Primary Action Plans **1** Business Expansion in Japan

4) Optimizing Production Processes

~ Enhancing Cost Competitiveness of Monolithic Refractories ~

▶ Consolidating Monolithic Refractories Production in West Japan
3 Locations (Ako, Hinase, Teikoku Yogyo) ➔ 1 Location (Ako)



※ Monolithic Plant by Products:

Ako : Clay (Large Lot Production)

Teikoku Yogyo : Clay (Small Lot Production)

Hinasa : Basic

Tamashima : Not included in the consolidation as they are specialized in producing Trough & Runner and Tap Hole Clay



Ako #2 Plant
Will be newly built: Start operation in Late 2023

Ako #1 Plant
An Existing Plant: Will be used to produce Basic Monolithic Refractories



5. Primary Action Plans **1** Business Expansion in Japan

4) Optimizing Production Processes

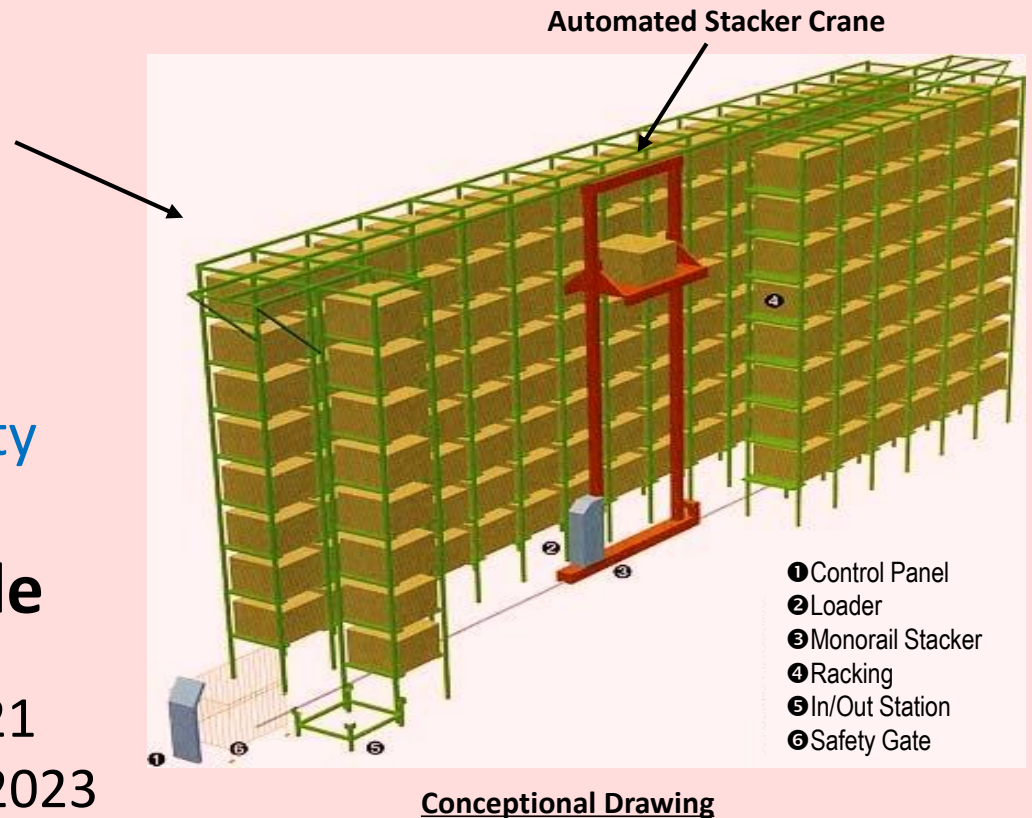
~ New Investments for Increasing Productivity ~

▶ Major Projects

- ① High-Rised Warehouse
- ② Introducing High-Speed Weighing System
- ③ Increasing Mixer Capacity

▶ Construction Schedule

- ▶ Groundbreaking: Early 2021
- ▶ Starting Operations: Late 2023



5. Primary Action Plans **2** Overseas Business Expansion

1) Action Plans to Increase Global Presence ①

1. Local Sales Collaboration

Fully Utilizing Global Sales/Services Networks

- Increasing Expats in Major Markets
- Further Promoting Sales Collaboration with Local Producers

China, SE Asia, India, Americas & Australasia

2. Local Productions

Further Promoting Local Productions to better Serves Customers

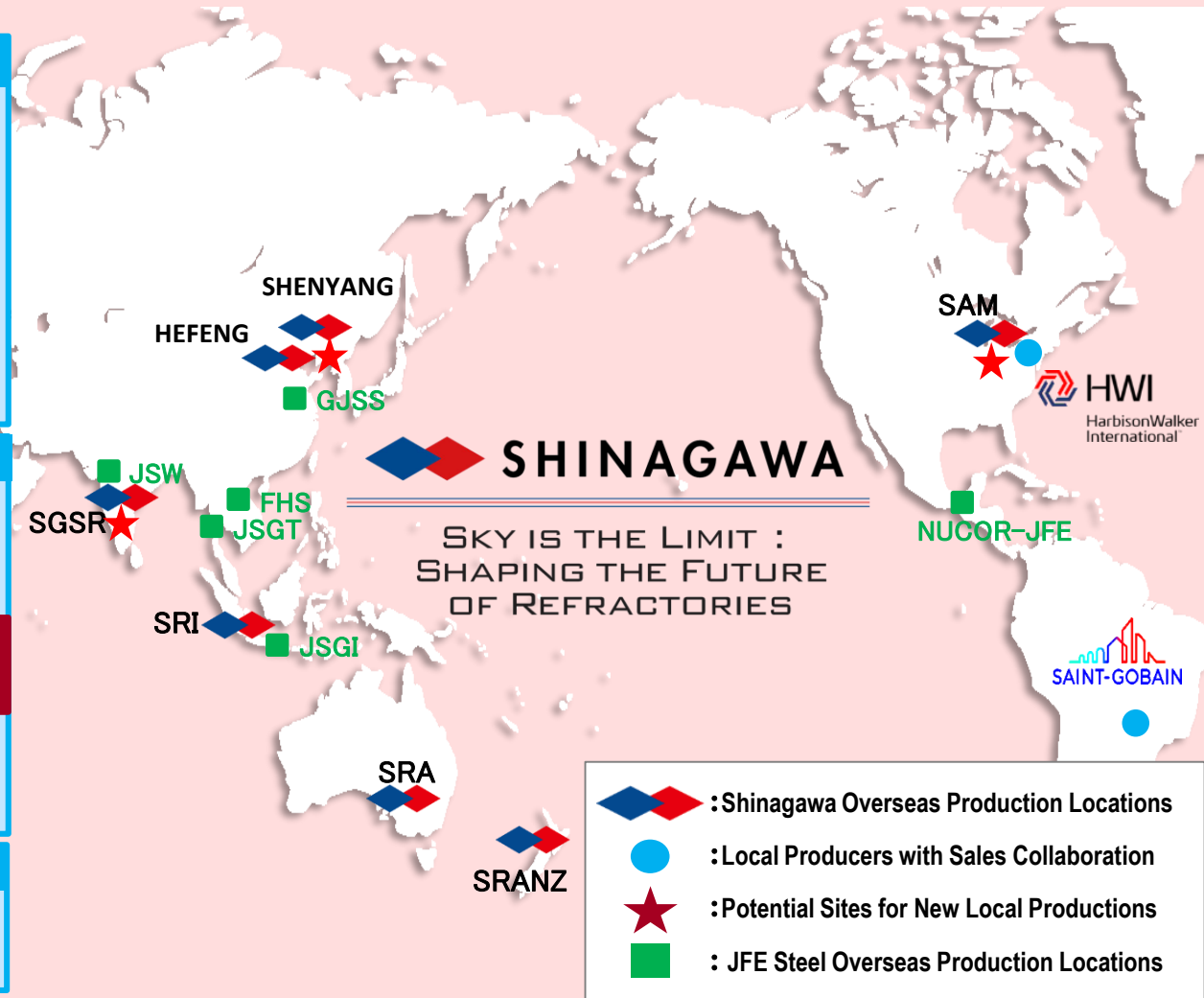
【India】
SGSR + New

【China】
Shenyang/Hefeng + New

【USA】
SAM + New

3. Collaboration with JFE

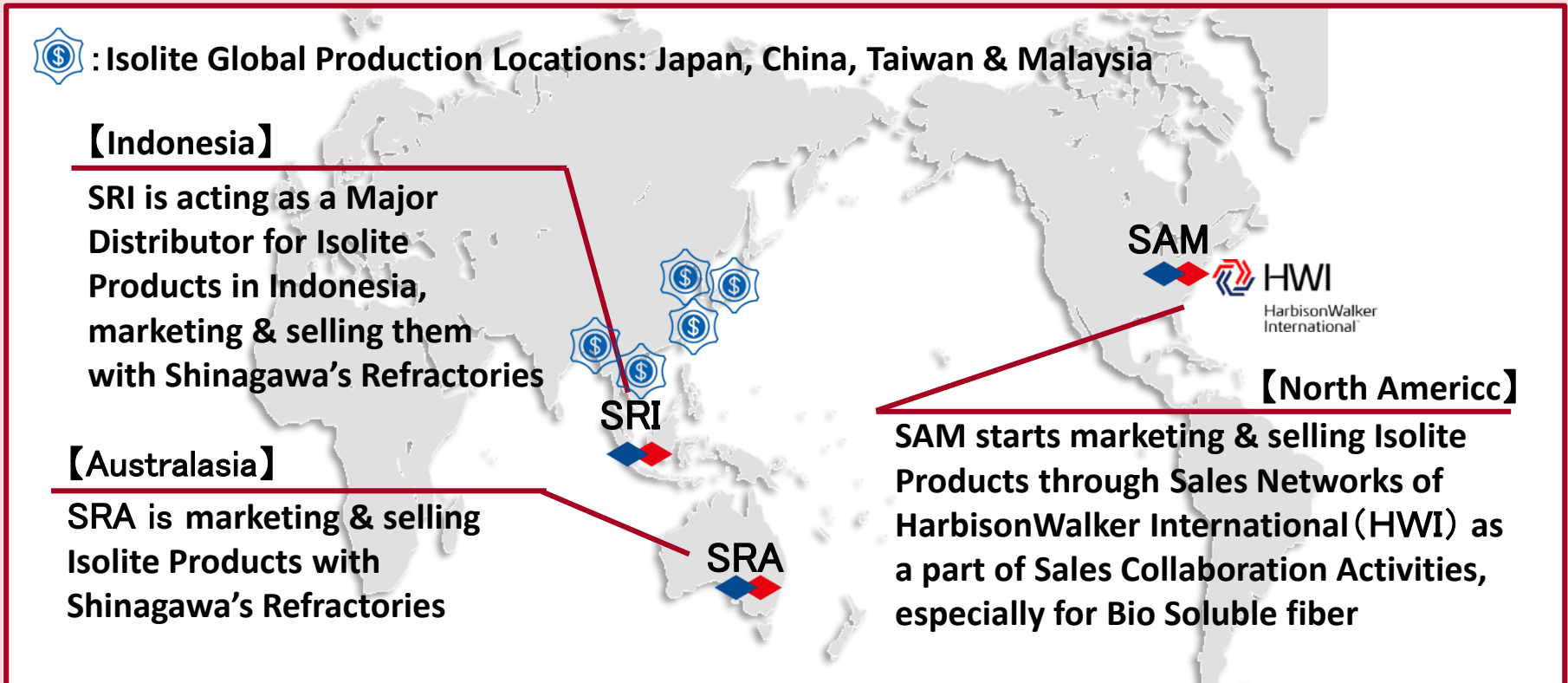
Collaboration with JFE Steel's Global Operations



5. Primary Action Plans ② Overseas Business Expansion

1) Action Plans to Increase Global Presence ②

▶ Further Promotion of Group Collaboration: Marketing & Sales of Isolite Products by Shinagawa Globally

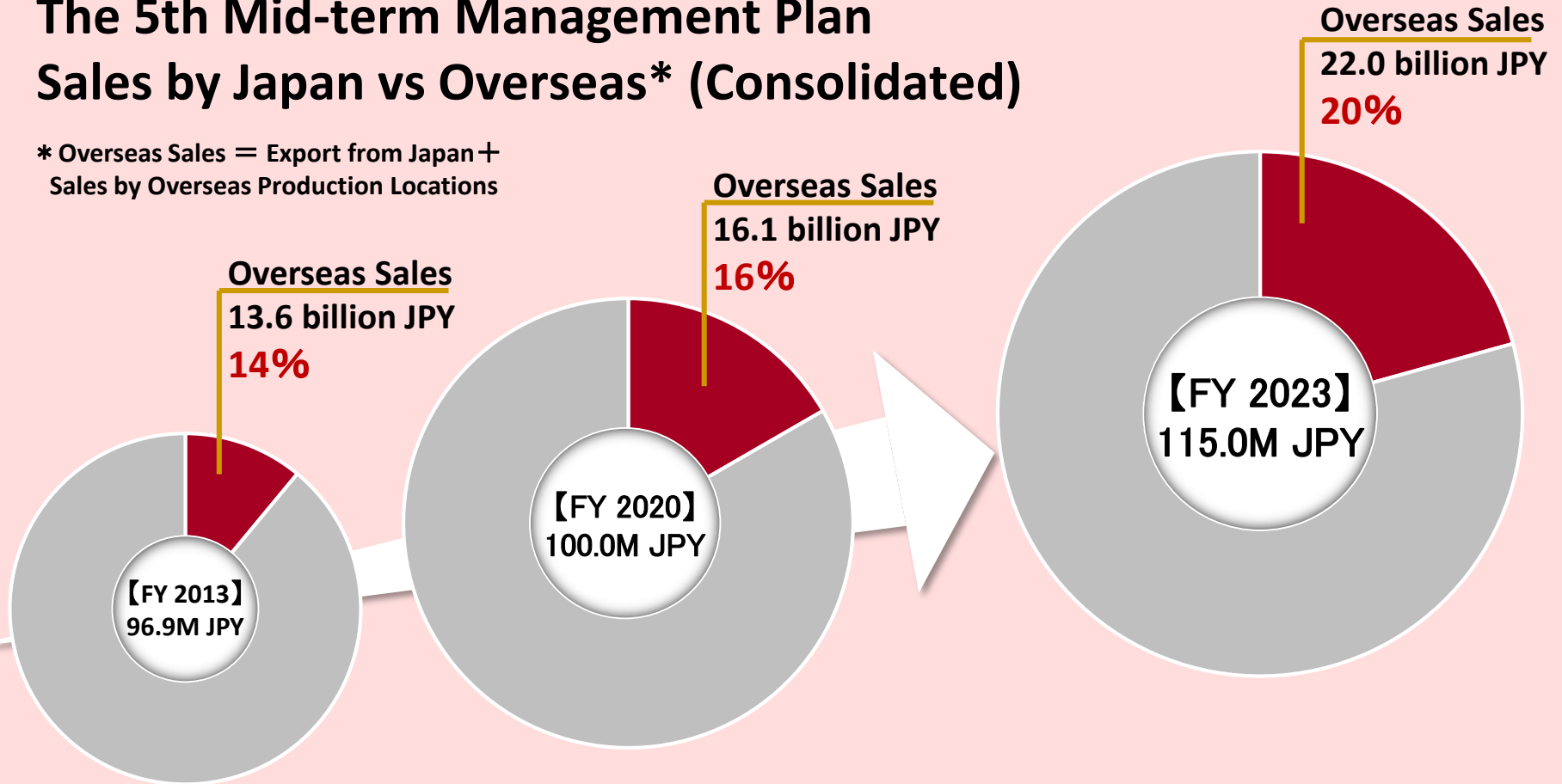


5. Primary Action Plans **2** Overseas Business Expansion

2) Increasing Trend of Overseas Sales

The 5th Mid-term Management Plan Sales by Japan vs Overseas* (Consolidated)

* Overseas Sales = Export from Japan +
Sales by Overseas Production Locations



5. Primary Action Plans **3** New Market Development

Expanding Business Portfolio for the Future

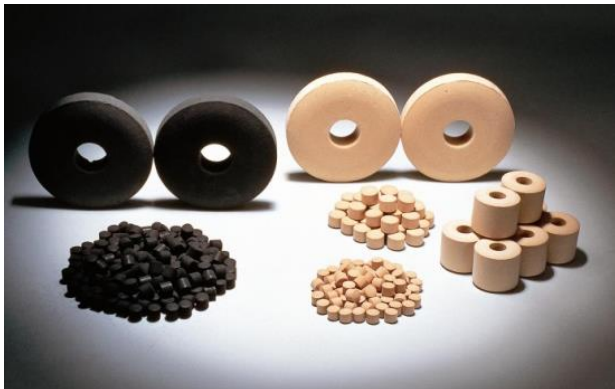
▶ Market Developments for New Innovative Non-Refractory Products

Project ① 【Allophane】

Now

Cleaning agent for dry cleaning,
Desiccant, Deodorant & Absorbent

New Applications in Medical care,
Nursing care, Pharmaceuticals

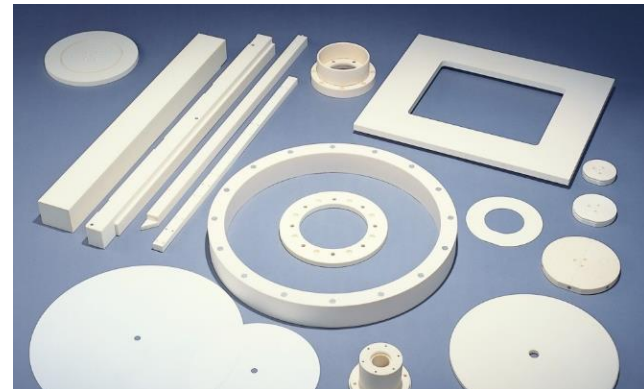


Project ② 【Fine Ceramics】

Now

Various parts for Semiconductor / LCD
manufacturing equipment & pumping

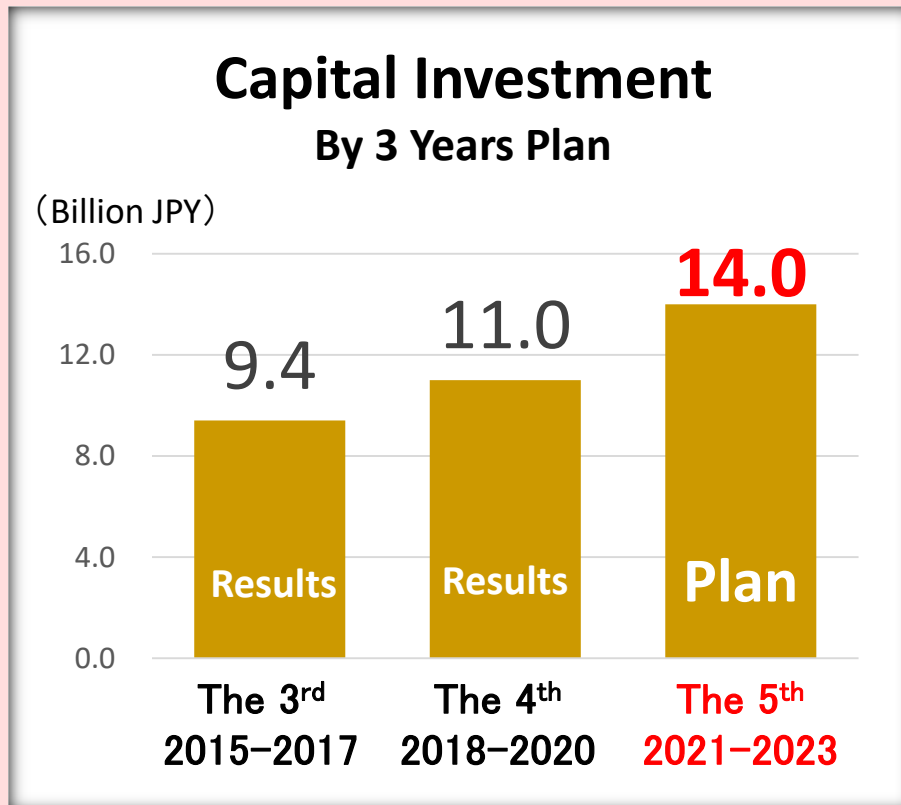
Alternatives for large metal parts for
steel and non-ferrous industries



5. Primary Action Plans **4** Capital Investment

Expanding Capital Investment for the Future Growth

▶ Capital Investment of **14 billion JPY** for 2021-2023



【Goals for the Investment】

- **Optimizing Production Process**
 - Consolidating Monolithic Refractories Production in West Japan
- **Providing Proper Maintenance and Increasing Products Competitiveness**
- **Continue to Introduce Cutting-edge Technologies and Automation**

6. The 5th Mid-term Management Plan (FY 2021-2023) *Policy for Profits Return to Shareholders*

Revision to the Dividend Policy (Dividend Payout Ratio)

Dividend Policy

“Considering the important of enhancing the return of profits to our shareholders, we decided to aim for a dividend payout ratio of 30%.”

【Until the last Management Plan】

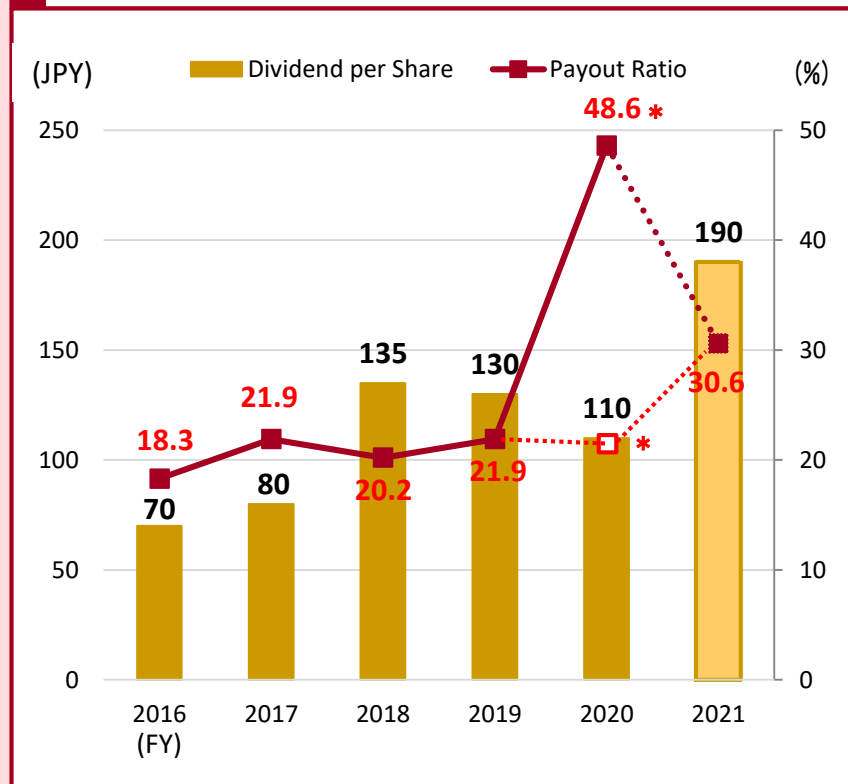
Payout Ratio **20%**



【The 5th Management Plan】

Payout Ratio **30%**

Dividend per Share & Payout Ratio



* : It was about 23% without the special factor (impairment loss).

7. Shinagawa's Commitment to ESG Management

SDGs: Shinagawa's Goals



Contribution to society through customers by launching environment-friendly products

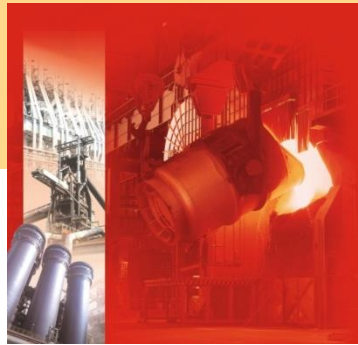
- Reducing the burden on the global environment by promoting the use of recycled materials
- Saving energy and reducing workload by promoting the use of monolithic refractories
- Heat loss reduction by applying heat insulating products with (ultra) high temperature and (ultra) heat properties and reducing the burden on the global environment by promoting energy saving

Actions in Value Chains

- Further improvement of working environment that puts safety and health absolutely first
- Promoting zero emissions
- Reducing energy consumption and promoting thermal efficiency
- Recycling of packaging materials and promoting the use of environmentally friendly materials

Actions in Supply Chains

- Selecting business partners in consideration of the working environment and promoting resource protection, fuel conversion and modal shift
- Promotion and support of green procurement



III. Supplementary Notes

1. History

[Established in 1875]

Shinagawa Shirorenga Co., Ltd.

(First private company in Japan to manufacture fire bricks)

[Established in 1938]

JFE Refractories Corporation

(Operated as a subsidiary of the Kawasaki Steel Corporation Group since 1944)

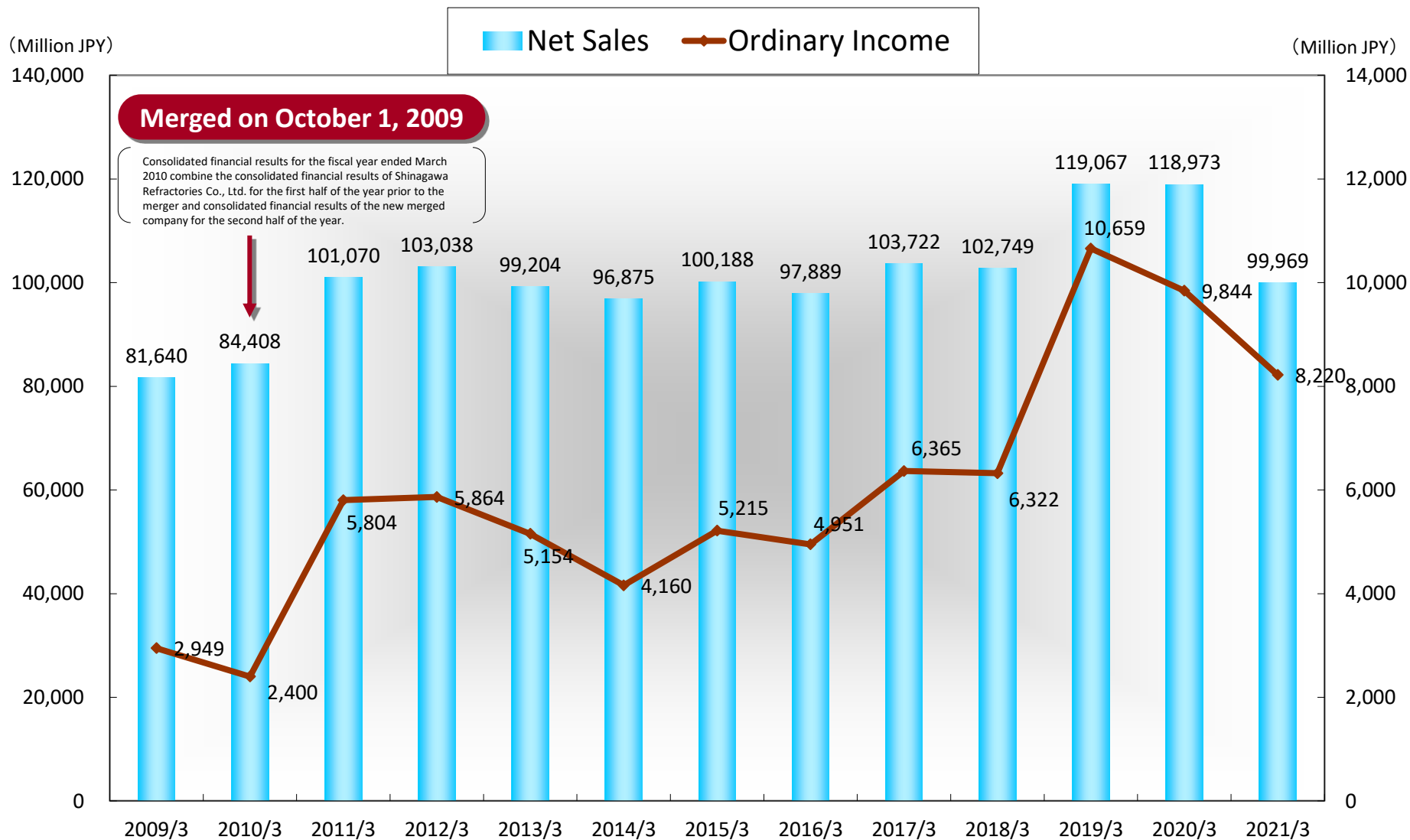
Increasing market presence and establishing reliable production infrastructure through further expansion of the refractories business

Merged on October 1, 2009

Shinagawa Refractories Co., Ltd.

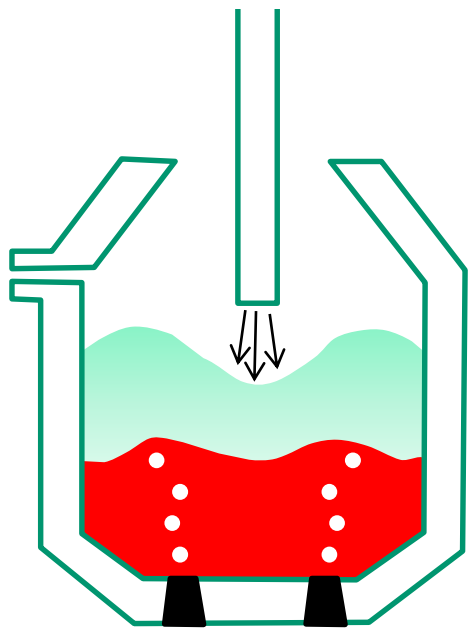
“Streamlining operational infrastructure and effectivity coping with rapid changes in the business environment through the prompt realization of integration effects.”

2. Consolidated Net Sales and Ordinary Income for Past 13 Years

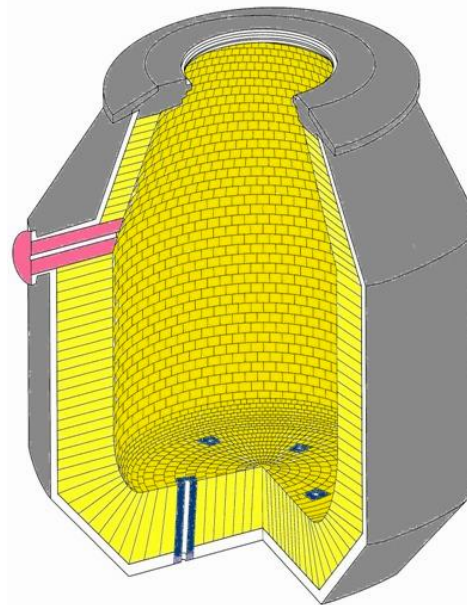


3. Refractory Industry: Foundation of Society

- Many varieties of materials used in public infrastructure such as iron and steel, nonferrous metals, cement, glass are manufactured in furnaces at extremely high temperature with refractory lining.
- The refractory industry provides foundational support to key industries through manufacturing of refractories and engineering services for furnace design, installation and construction.



Refining of Molten Steel in Converter



Refractory Lining



Fire Bricks for Converters



Furnace Construction using Fire Bricks

4. Major Products 1/2

Refractories

Refractories are industrial materials that can resist ultra-high temperatures in excess of 1,500 degrees Celsius. Approximately 80% of refractory production is consumed by the steel industry.

Next Page

Shaped Refractories

Shaped refractories (“fire bricks”) provide basic support to industrial furnaces and ultra-high temperature processing facilities

- Magnesia-based bricks
- Carbon-containing bricks
- Fire-clay and high-alumina bricks
- Functional products for continuous casting
- Silicon carbide bricks
- Silica bricks, etc.

Monolithic Refractories

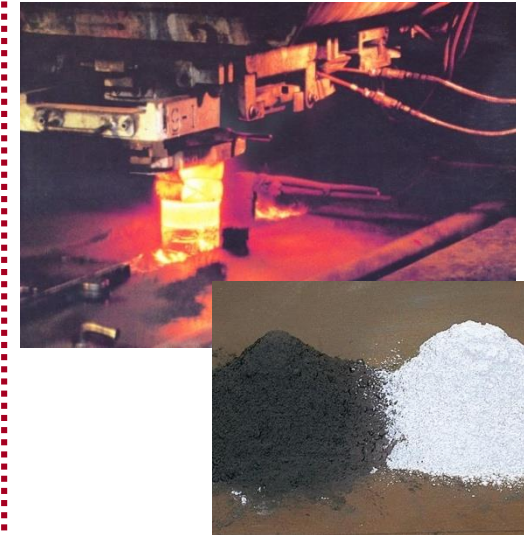
A complete system package including “product, design, installation and after-sales service” that can suit a wide range of applications

- Castable refractories
- Precast shapes
- Gunning refractories
- Plastic and ramming mixes
- Refractory mortars, etc.

Mold Powder

An essential component of high-quality steel

(Powder-type material added to maintain the surface temperature inside casting molds. It prevents the steel from oxidizing and acts as a lubricant during the continuous casting process used to manufacture steel ingot plates and rods)



【Close-up】 Spray Dried Tower: Producing Mold Powders for Continuous Casting※1

High Quality Mold Powders for Continuous Casting is Essential for Producing High Quality Steel Products

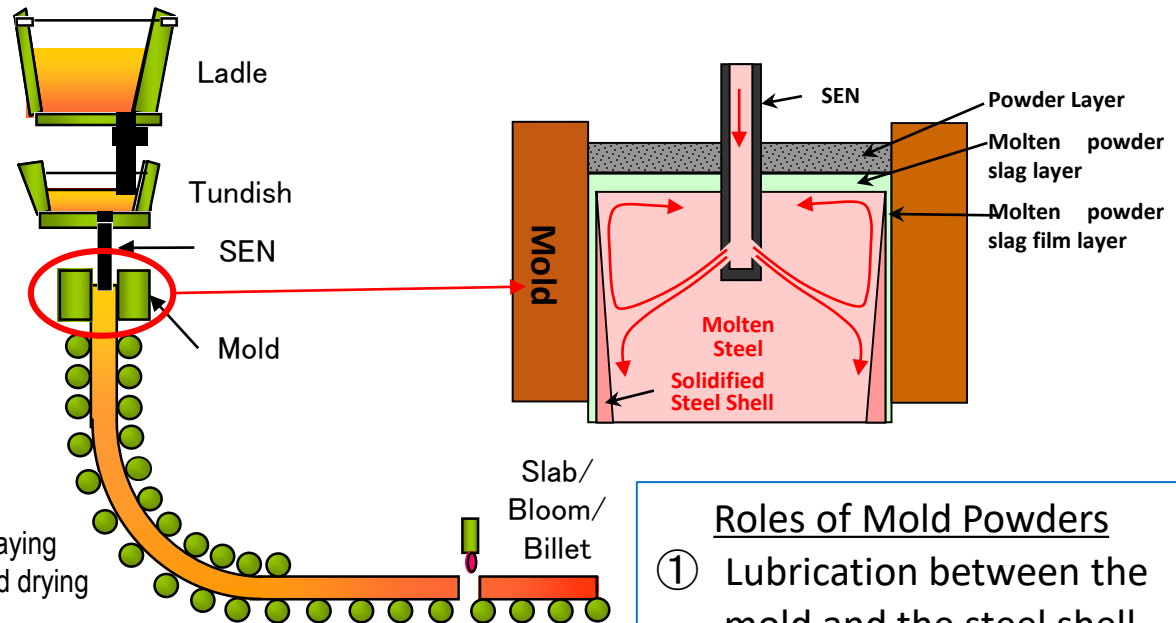


An equipment to obtain hollow spherical granules by spraying raw material slurry into high temperature atmosphere and drying up the sprayed slurry droplets while they fall down

Locations of Shinagawa Spray Dried Tower

Japan (Hinase)	2011~, Update planned
USA (SAM)	2019~
China	2008~, 2016 Update
China	2008~

※1: What is Continuous Casting?



Roles of Mold Powders

- ① Lubrication between the mold and the steel shell
- ② Insulation for the molten steel surface
- ③ Absorption of impurities in the molten steel

4. Major Products 2/2

Ceramic fiber

Lightweight material featuring low thermal conductivity and high thermal insulation, making it essential for energy-saving



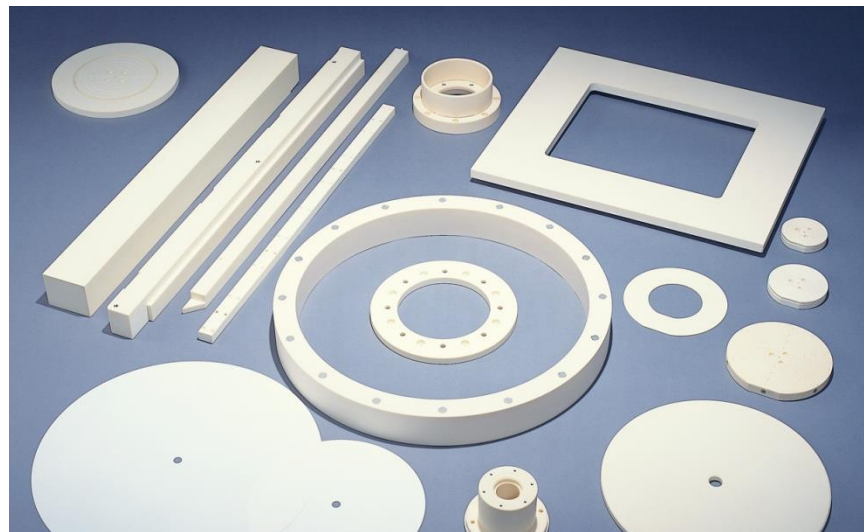
Chemical and other products

Heat-resistant paint, heat-resistant adhesives, multifunctional absorbent, desiccant, etc. with applicability to ceramic materials technologies



Advanced ceramics

Ceramic material with a broad range of characteristics including excellent electrical insulation properties, abrasion resistance, corrosion resistance, chemical stability, mechanical strength, etc.



5. Key Features and Strengths

1

Leading Company of Ultra-High Temperature Technologies

2

Solid Customer Base with Highly-Advanced Technological Capabilities

3

Global Business Expansion

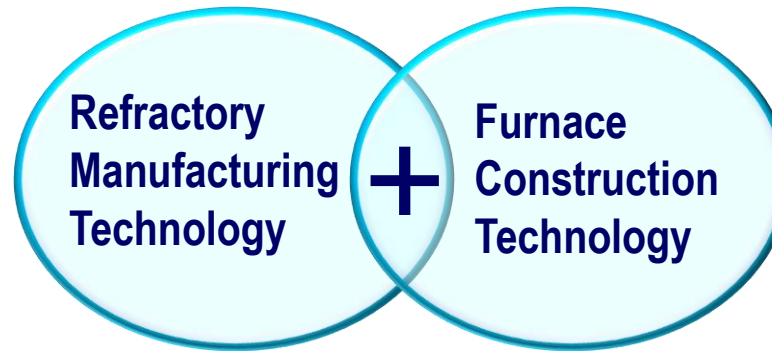
6. Key Features and Strengths

(1) Ultra-High Temperature Technology ① Key Two Technologies

Leading Company of Ultra-High Temperature Technology

Solid Technology Development and Commercialization Capabilities supported by Key Two Technologies

- Refractories
- Ceramic Fiber
- Advanced Ceramics
- Chemical Products



- Furnace Design
- Engineering Services
 - Furnace construction work for blast furnaces, converters, incinerators, etc.
 - Ultra-fast relining of blast furnaces and hot stoves
 - Maintenance of furnaces used by iron and steelmaking works, etc.

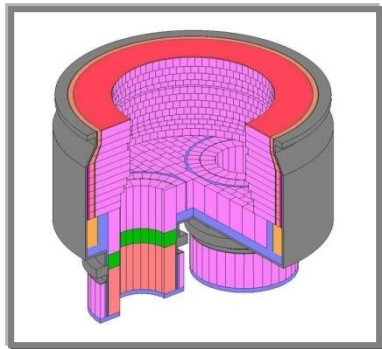
**Customer-Oriented
Technological Support**

**Development Capability to
Meet Customer Needs**

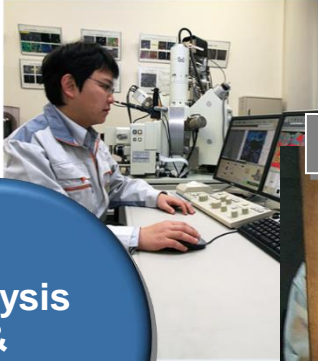
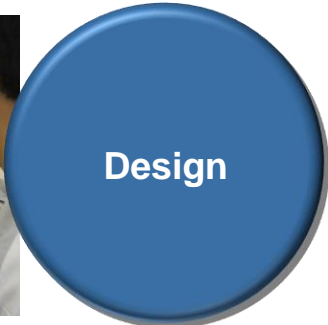
6. Key Features and Strengths

(1) Ultra-High Temperature Technology ② Customer-Oriented Technological Support

**Closely work with customers with Advanced Technologies and Proven Track Records in Four Divisions:
Design, Manufacturing, Furnace Construction and Analysis & Development.**



Engineering Department



Technical Research Center



Works



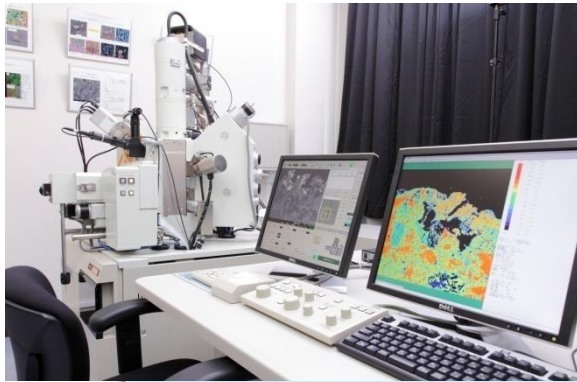
Furnace Construction Division



6. Key Features and Strengths

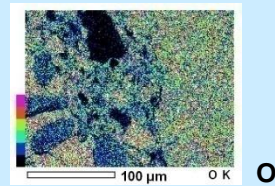
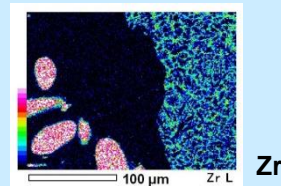
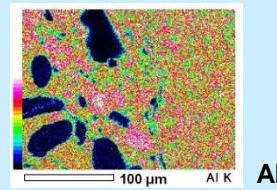
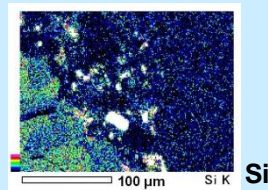
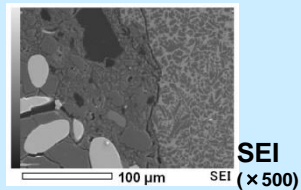
(1) Ultra-High Temperature Technology ③ Development Capability to Meet Customer Needs

World-Class Facilities and Resources allow our Research Center to Propose and Develop Optimal Products for Customers

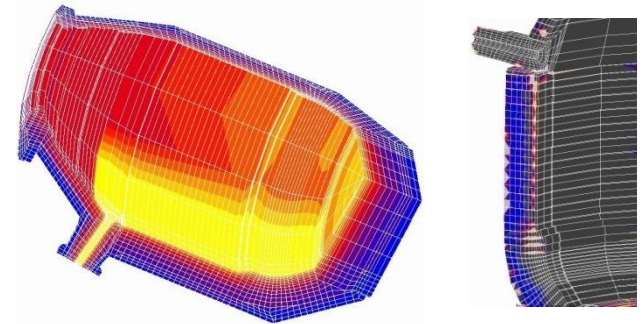


EDS Analysis Data (Color Map)

Elements present in the area can be detected in a short period of time.



Analysis of Refractories' Microstructures



Structural Analysis of Converters



Water Model Simulation of Molten Steel Flow in the Mold

7. Key Features and Strengths (2) Solid Customer Base

Solid Customer Base with Highly-Advanced Technological Capabilities

Supplying Optimal High Quality Products for Various Customers Industries Globally

Ultra High Temperature Technologies are Essential for our Society

From the material industry to the field of energy production, environmentally friendly ultra-high temperature technologies are fundamental to all

Iron & Steel

Automobiles, Ships and other transport equipment, Buildings and various steel products

Nonferrous Metal

Incinerator & Combustor

Chemical

Energy

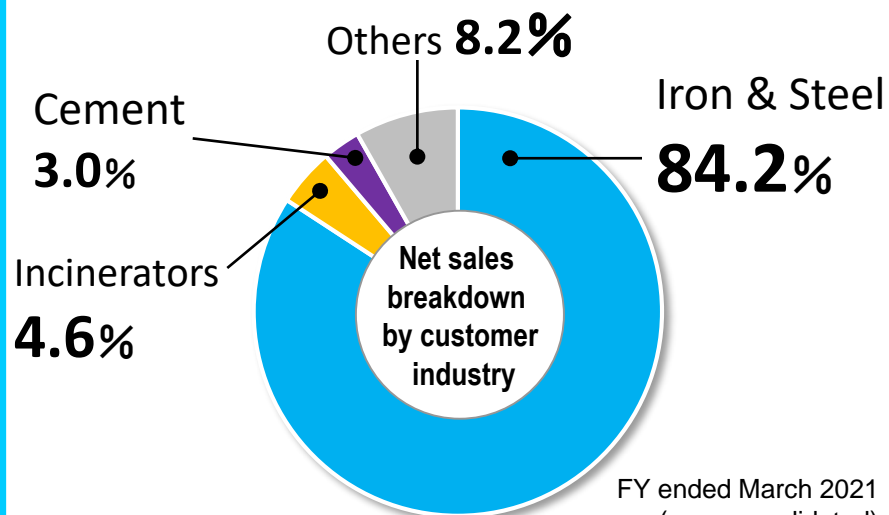
Glass

Sheet glass, Bottle glass, Flat-panel display glass, Fiber optics

Cement

etc.

Iron & Steel industry is our main customer base, representing over 80% of Total Net Sales



FY ended March 2021
(non-consolidated)

8. Key Features and Strengths (3) Global Business Expansion

Successful Business Expansion Globally

Since 1997 when we launched JV company in China, Shinagawa has been expanding our global presence by establishing production sites in Australia, New Zealand, the US, Indonesia and India.

[China] ← Established 1997

- 1997: Established a joint venture company, Shenyang Shinagawa Glorious Metallurgy Materials Co., Ltd. (current Shenyang Shinagawa Metallurgy Materials Co., Ltd.)
- 2003: Made an equity investment in a joint venture company, Jinan Ludong Refractory Co., Ltd.
- 2008: Established a joint venture company, Liaoning Shinagawa Hefeng Metallurgical Material Co., Ltd.

[Australia] ← Established 1998

- 1998: Established a joint venture general refractory company
- 2003: Fully consolidated the joint venture company and renamed it Shinagawa Refractories Australasia Pty. Ltd.

[USA] ← Established 2006

- 2006: Established Shinagawa Advanced Materials Americas Inc. in Ohio

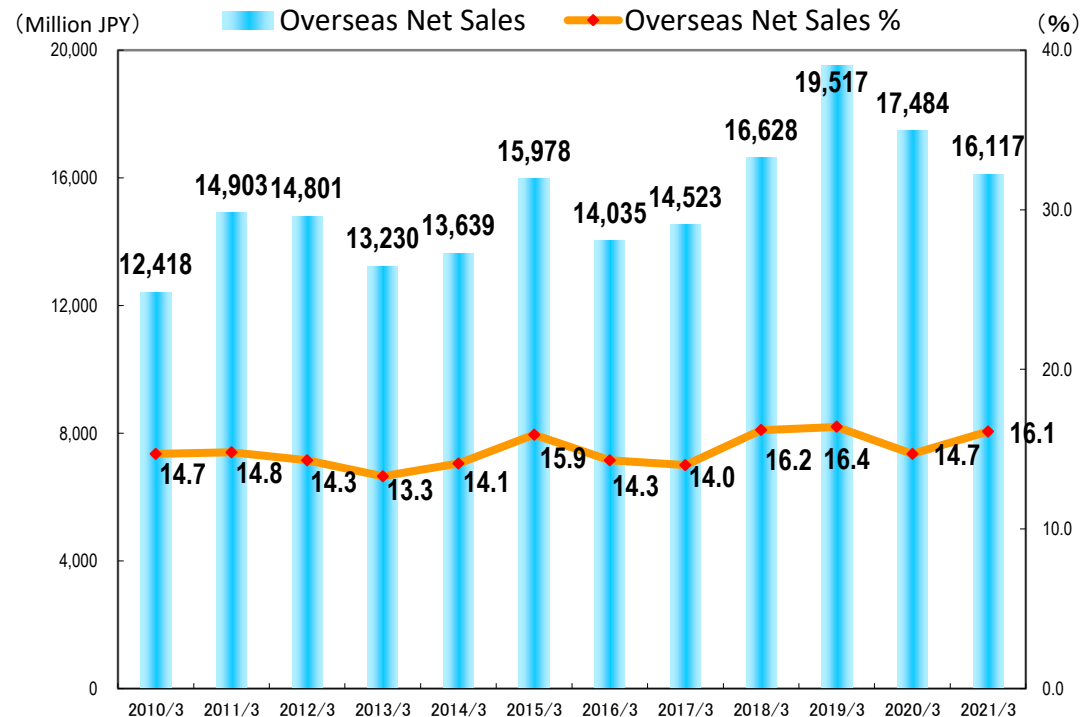
[Indonesia] ← Established 2014

- 2014: Established PT Shinagawa Refractories Indonesia in Jakarta

[India] ← Established 2019

- 2019: Established SG Shinagawa Refractories India in Gujarat

Overseas Net Sales and its % of Total (consolidated)



9. Overseas Business Locations

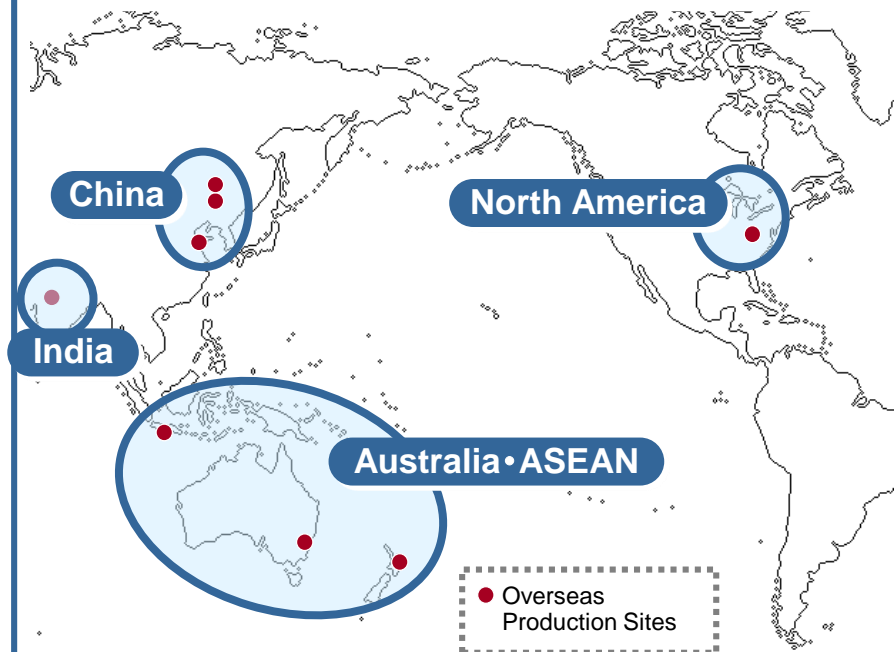
Expanding Global Footprint by increasing Overseas Business Locations in China, Oceania, Asia and the Americas with our focus of Proximity to Customers



10. Japan and Overseas Refractory Supply Coverages

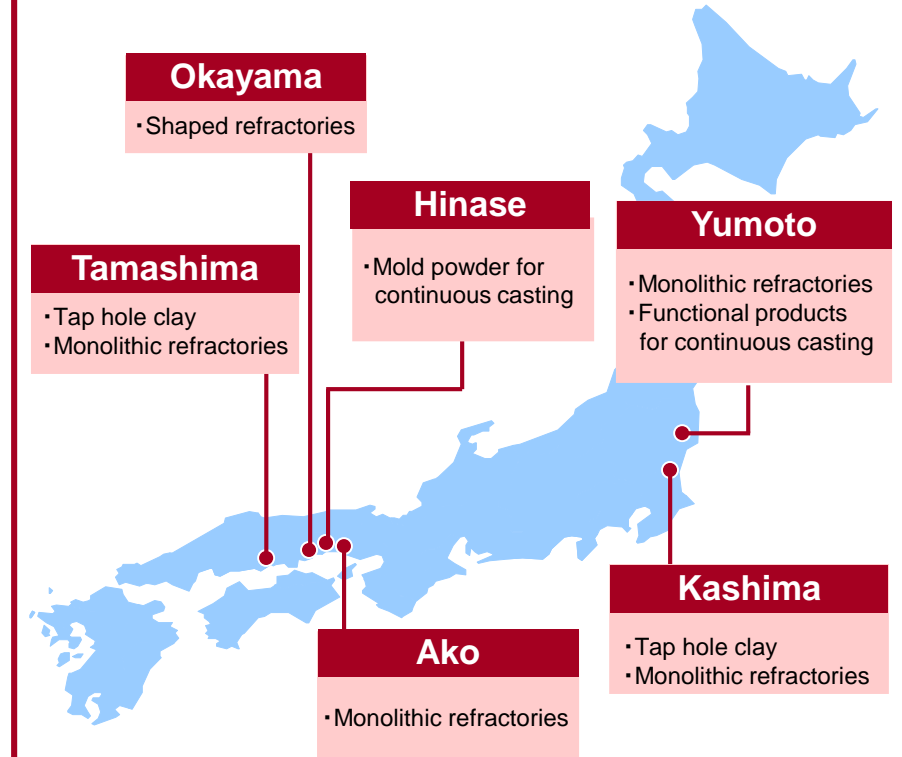
[Overseas]

Developing Stable Supply System
by Establishing Overseas
Production Sites with a Focus of
Proximity to Customers



[Japan]

Optimal Supply System with Enhanced
Efficiency and Effectiveness to support our
Domestic Customer Base



Disclaimer

This document is intended to provide information on the results for the fiscal year ended March 2021 (April 2020 – March 2021) and is not intended to solicit investment in securities issued by the Company.

The document was prepared based on data available as of June 16, 2021. Opinions, forecasts, etc. described herein are based on the Company's judgment at the time of the preparation of the document. The Company does not warrant or guarantee the accuracy or completeness of the information contained herein, and such information may change without notice in the future.

SHINAGAWA UPDATE

Results for Fiscal Year ended March 2021

June 16, 2021