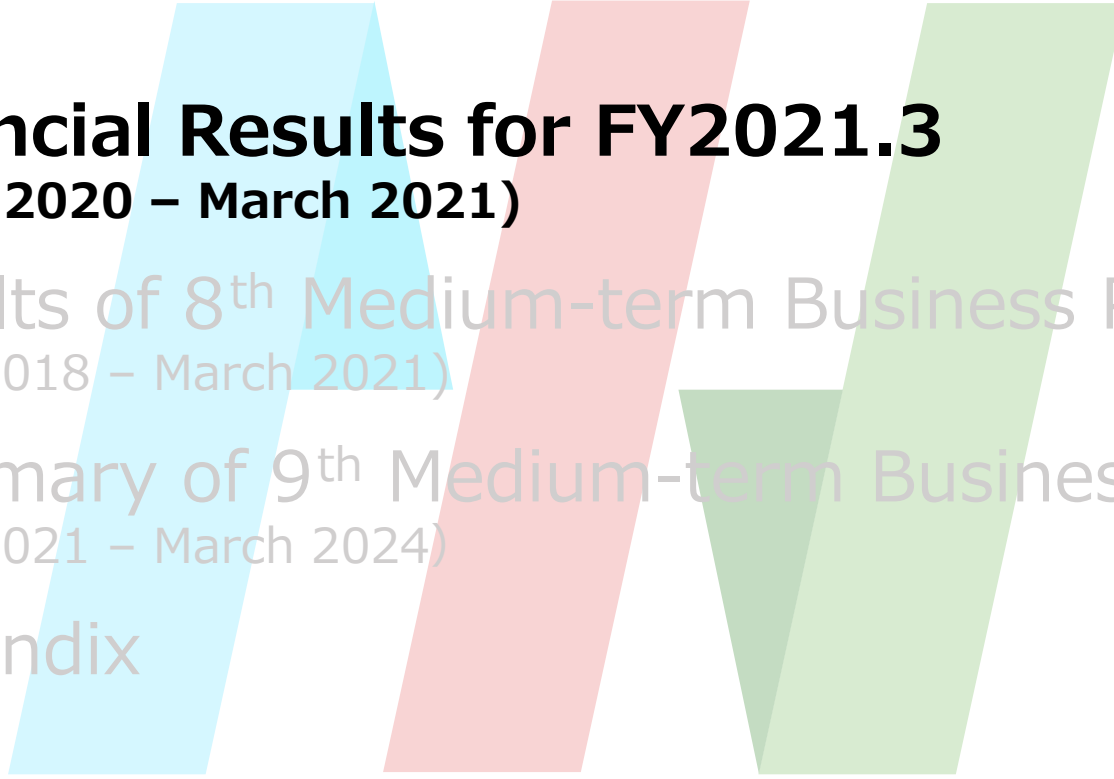


Financial Results for FY2021.3
9th Medium-term Business Plan

April 2021

Asahi Holdings, Inc.



I. Financial Results for FY2021.3

(April 2020 – March 2021)

II. Results of 8th Medium-term Business Plan
(April 2018 – March 2021)

III. Summary of 9th Medium-term Business Plan
(April 2021 – March 2024)

IV. Appendix



Key Points of FY2021.3 Financial Results

Business Performance

FY2021.3 Financial results	Operating profit: ¥25.1 billion (YoY increase of ¥7.1billion) *Fourth straight year of record setting profit
FY2022.3 Financial forecast	Operating profit: ¥26.0 billion (YoY increase of ¥0.9billion) * Expected to be fifth straight year of record setting profit

Management Policies and Topics

Stock split	Implemented a stock split with a split ratio of two-for-one (Effective date: April 1)
Dividends	FY2021.3: ¥170 (YoY increase of ¥40) FY2022.3: ¥90 (Equivalent to ¥180 per year before two-for-one stock split)
Procurement of funds	Issue of Euro-US dollar-denominated CB (US\$200 million/ Five years/ Zero coupon) * Funds for capital investment and operations in North American refining business * First CB issue structure in Japan , designed to prevent dilution over the long term with a clause limiting conversion to 130% up to three months prior to maturity
Impact of COVID-19	The impact of COVID-19 remained slight in comparison with forecasts at the beginning of the financial year for both the Precious Metals and the Environmental Preservation businesses. *Refer to slide number 3 for impact by business
Scrap & Build	Transfer of all the shares of INTER CENTRAL, INC. to OTEC CORPORATION * Expecting a synergy in improving the construction network and equipment sales * Proceeding optimal allocation of management resources on a group wide level
Change in accounting policy *From FY2021.3 Financial results	Change in the classification for recording interest on borrowing for metal procurement in North American business * Financial expenses → Cost of sales * The figures in FY2020.3 financial results are changed for comparison purpose
Upgrading the incinerator at Kitakyushu Office	Upgrading the incinerator at Kitakyushu Office and Hibiki Plant of Asahi Pretec Corp. * Contributing to the preservation of global environment and creation of recycling society through thermal recycling * Waste incineration efficiency (the fuel consumption required for waste incineration) improved

AW Impact of COVID-19

■ Precious Metals Business

In the precious metals recycling sector in Japan and Asia, the volume of collection from manufacturing-related industries including smartphones and automobile-related industries continues to be solid and the volume collected in the dentistry sector is recovering.

Business field	Business Environment
Dentistry	The amount of collection expanded in line with recovery in the number of patients.
Jewelry	The amount collected from purchasers significantly increased because of the demand for stay-at-home, and the amount of collection from manufacturing-related fields grew on the back of sales recovery.
Catalyst	Recovery of replacement demand for automobiles pushed up the amount of collection in Japan while the amount collected in Asia declined.
Electronics sector	The amount of collection increased, backed by strong performance in the production of vehicle-mounted devices, PC, game and 5G high-end smartphones as well as sector expansion including medical applications.
North American refining	The sector saw an increase in product processing and sales as well as financial transactions.

■ Environmental Preservation Business

The overall volume of collection declined due to the continued slowdown in construction and food service industries in spite of recovery in the volume of collection from educational institutions and the automobile industry and solid volume of collection in medical and chemical industries.

Industry	Business Environment
Educational/Research institution	The amount of collection on a par with the previous year was secured in spite of slowdown caused by the closure of all schools in the first half year, thanks to the easing of such impact in the latter half.
Construction	In spite of some temporary signs of recovery, business remained sluggish, resulting in a drop in the volume of collection of wood waste, sheet glass and other materials.
Automobile	Recovery is underway, and the volume of collection of waste liquids and other materials remains steady.
Food	The impact on food manufacturers remained limited but the decline of demand in the food service industry continued, leading to a decrease in the amount of residues and glass bottles collected.
Medical	The volume of collection of medical wastes and incineration processing remained strong.
Chemical	The volume of collection of disinfectant-related products remained strong.

AW Consolidated Results

<Results for FY2021.3>

Precious Metals Business is strong, driving results → Significant increase in revenue and profit

→ Fourth straight year of record setting profit

→ Introduction of a consolidated taxation system and tax effects by organizational restructuring of the Group (¥8.2 increase of profit attributable to owners of parent)

<Forecast for FY2022.3>

Operating performance is expected to remain solid in Precious Metals Business, and recover in Environmental Preservation Business

→ Expected to be fifth straight year of record setting profit

[Unit: ¥ billion]

	FY2020.3	FY2021.3		FY2022.3	
	Results *1	Results	Change	Forecast	Change
Revenue	135.6	164.8	29.2	190.0	25.2
Operating profit	18.0	25.1	7.1	26.0	0.9
Operating profit ratio	13.3%	15.2%	2.0%	13.7%	(1.6%)
Profit before tax	17.7	26.1	8.5	26.0	(0.1)
Profit *2	9.8	25.7	15.9	18.2	(7.5)
Capital investment	4.2	5.3	1.1	7.1	1.8
Depreciation	2.8	2.5	(0.3)	2.7	0.2

*1 Starting from FY2021.3 financial results, the classification for recording interest on borrowing for metal procurement in North American business is changed from financial expenses to cost of sales. The figures in FY2020.3 financial results are changed for comparison purpose.

*2 Profit attributable to owners of parent.



Precious Metals Business

Precious Metals Recycling Business (Japan and Asia):

<Results for FY2021.3>

- Revenue and operating profit increased thanks to the rise in precious metal prices and increase in market share.

<Forecast for FY2022.3>

- Operating performance is expected to remain solid.

Refining Business in North America:

<Results for FY2021.3>

- Revenue and operating profit increased thanks to the increase of product processing/sales and financial transactions.

<Forecast for FY2022.3>

- Operating performance is expected to remain solid.

[Unit: ¥ billion]

Precious Metals	FY2020.3	FY2021.3		FY2022.3	
	Results*	Results	Change	Forecast	change
Revenue	113.8	144.8	31.0	171.0	26.2
Operating profit	15.9	24.0	8.1	24.7	0.7
Operating profit ratio	14.0%	16.6%	2.6%	14.4%	△2.2%

* Starting from FY2021.3 financial results, the classification for recording interest on borrowing for metal procurement in North American business is changed from financial expenses to cost of sales. The figures in FY2020.3 financial results are changed for comparison purpose.



<Ref> Changes in the Volume of Precious Metals Collected and Precious Metal Prices

[Amount Collected for Precious Metal Recycling]

[Unit: kg]

	FY2020.3	FY2021.3		FY2022.3	
	Results	Results	Change	Forecast	Change
Gold	17,262	18,267	1,005	18,752	485
Palladium	7,253	6,821	△432	6,977	156
Silver	71,890	71,257	△633	67,252	△4,005
Platinum	4,115	4,587	432	4,275	△312

[Precious Metal Prices (per gram)] [Unit: yen]

	FY2020.3	FY2021.3	
	Mid-term average price	Mid-term average price	Change
Gold	5,137	6,245	1,108
Palladium	6,213	7,618	1,405
Silver	59.3	79.2	19.9
Platinum	3,185	3,306	121



Environmental Preservation Business

<Results for FY2021.3>

- Revenue decreased from the same period in the previous year as the total disposal volume of industrial waste decreased although there were signs of improvement for some industrial and production activities.
- Operating profit remained at the same level as in the same period of the previous year due to maintaining the utilization rate at the Company's facilities, increasing the price of processing and other factors, but it decreased compared to the same period of the previous year due to the recording of losses on disposal and loss on sales associated with the disposal of unnecessary equipment.

<Forecast for FY2022.3>

- As the disposal volume of industrial waste is expected to gradually increase because of the restart of industrial production, revenue and operating profit are expected to increase year on year excluding the impact on share transfer of INTER CENTRAL occurred in FY2021.3.

*Amount of financial impact on share transfer of INTER CENTRAL:

Revenue: ¥(2.3) billion, Operating profit: ¥(0.3) billion

[Unit: ¥ billion]

Environmental Preservation	FY2020.3	FY2021.3		FY2022.3	
	Results	Results	Change	Forecast	Change
Revenue	20.7	20.0	(0.7)	19.0	(1.0)
Operating profit	4.4	3.8	(0.5)	4.3	0.5
Operating profit ratio	21.0%	19.2%	(1.8%)	22.6%	3.4%



Financial Position

[Unit: ¥ billion]

	March 31, 2020	March 31, 2021	Change	Remarks
Current assets	187.6	192.0	4.4	
Trade receivables	119.8	100.8	(19.0)	Approx. 70% of balance and most change of trade receivables are receivables that constitute borrowings to match metal procurement in North American business.
Inventories	37.7	63.5	25.8	Most of the inventories and change are collected raw materials that contain precious materials, works-in-progress and finished products in the precious metal recycling business. Risks associated with price fluctuations and quality degradation remain minimal because the precious metal content is analyzed before making a purchase and the precious metal prices are hedged on the futures market at the time of purchase.
Others	30.1	27.7	(2.4)	
Non-current assets	42.4	52.8	10.5	
Total assets	230.0	244.8	14.8	
Liabilities	160.8	146.9	(13.9)	
Bonds and loans	126.8	104.8	(22.0)	Approx. 70% of balance are loans for metal procurement in North American business. Risks associated with price fluctuations and bad debts remain minimal because, in principle, loans are taken out within the scope of the precious metal content analysis conducted on incoming raw materials and precious metal prices are hedged on the futures market at the time of loan
Others	34.0	42.1	8.1	
Capital	69.2	97.9	28.7	
Total equity and liabilities	230.0	244.8	14.8	



Cash Flow

[Unit: ¥ billion]

	FY2021.3	Remarks
Operating CF	(33.4)	
Increase in inventories	(26.2)	All changes are attributable to changes in the collected raw materials that contain precious materials, works-in-progress and finished products in precious metal recycling business. Risks associated with price fluctuations and quality degradation remain minimal because the precious metal content is analyzed before making a purchase and the precious metal prices are hedged on the futures market at the time of purchase.
Decrease in trade and other receivables	+30.0	Of the changes, +32 billion yen are matching claims for loans for metal procurement in North American business. Regarding loans, risks associated with price fluctuations and bad debts remain minimal because, in principle, loans are taken out within the scope of the analysis of precious metal content conducted on incoming raw materials and precious metal prices are hedged on the futures market at the time of loan.
Decrease in trade and other payables	(50.5)	Of the changes, (62.0) billion yen are for loans for metal procurement in North American business. Changes in loans for metal procurement in North American business are classified as Operating CF, not Financing CF. Regarding loans, there are almost no risks associated with quality degradation and bad debts because all loans are used for metal procurement in North American business. In addition, risks associated with price fluctuations remains minimal because the precious metal prices are hedged on the futures market.
その他	13.3	
Investment CF	(2.8)	
Financing CF	24.4	
Changes in loans and bonds	30.7	
Dividends	(5.9)	
Others	(0.4)	
Effect of exchange rate change on cash and cash equivalents	(1.2)	
Changes in cash deposits	(12.9)	



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Operating Performance

Achieved the results that exceed the plans in all years.

[Unit: ¥ billion]

	FY2019.3		FY2020.3		FY2021.3	
	Plan	Results ^{*1}	Plan	Results ^{*2}	Plan	Results
Revenue	120.0	128.7	130.0	135.6	140.0	164.8
Operating profit	14.0	14.5	15.0	20.1	16.0	25.1
Ratio	11.7%	11.3%	11.5%	14.8%	11.4%	15.2%
ROE	14.1%	13.6%	13.8%	14.4%	13.5%	30.8%

*1 Figures before the retroactive change due to the change of classification of Fuji Medical Instruments MFG to discontinued operation

*2 Figures before the retroactive change due to the changes in accounting policy

Renovation of business portfolio by scrap and build

- Withdrawal from Photo Business, Shanghai and Taiwan, and discontinuation of Life & Health Business
- Establishment of Asahi Refining Florida and acquisition of the assets of mint and carbon business
- Launch of three new incinerators




Consolidated Results by Business Segment

[Unit: ¥ billion]

Precious Metals	FY2019.3	FY2020.3	FY2021.3
Revenue	87.8	113.8	144.8
Operating profit	12.0	* 18.0	24.0
Ratio	13.7%	15.8%	16.6%

* Figures before the retroactive change due to the changes in accounting policy from FY2021.3.

Environmental Preservation	FY2019.3	FY2020.3	FY2021.3
Revenue	19.4	20.7	20.0
Operating profit	3.9	4.4	3.8
Ratio	19.8%	21.0%	19.2%



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“Building a global company that pursues originality and growth”

Basic Policy

(1) Reinforcing the foundation for global growth

(2) Promotion of new human resources policies

(3) Strengthening Group risk management

(4) Promoting SDGs

(1) Reinforcing the Foundation for Global Growth

Precious Metals

- Strengthening cost competitiveness by utilizing the state-of-the-art technology and know-how
- Establishing an IT-enabled sales system and increasing our market share
- Establishing new business model of Refining Business in North America and improving profitability
- Worldwide deployment by M&A

Continuous promotion of scrap & build

Strengthening domestic efficiency and promoting global strategy

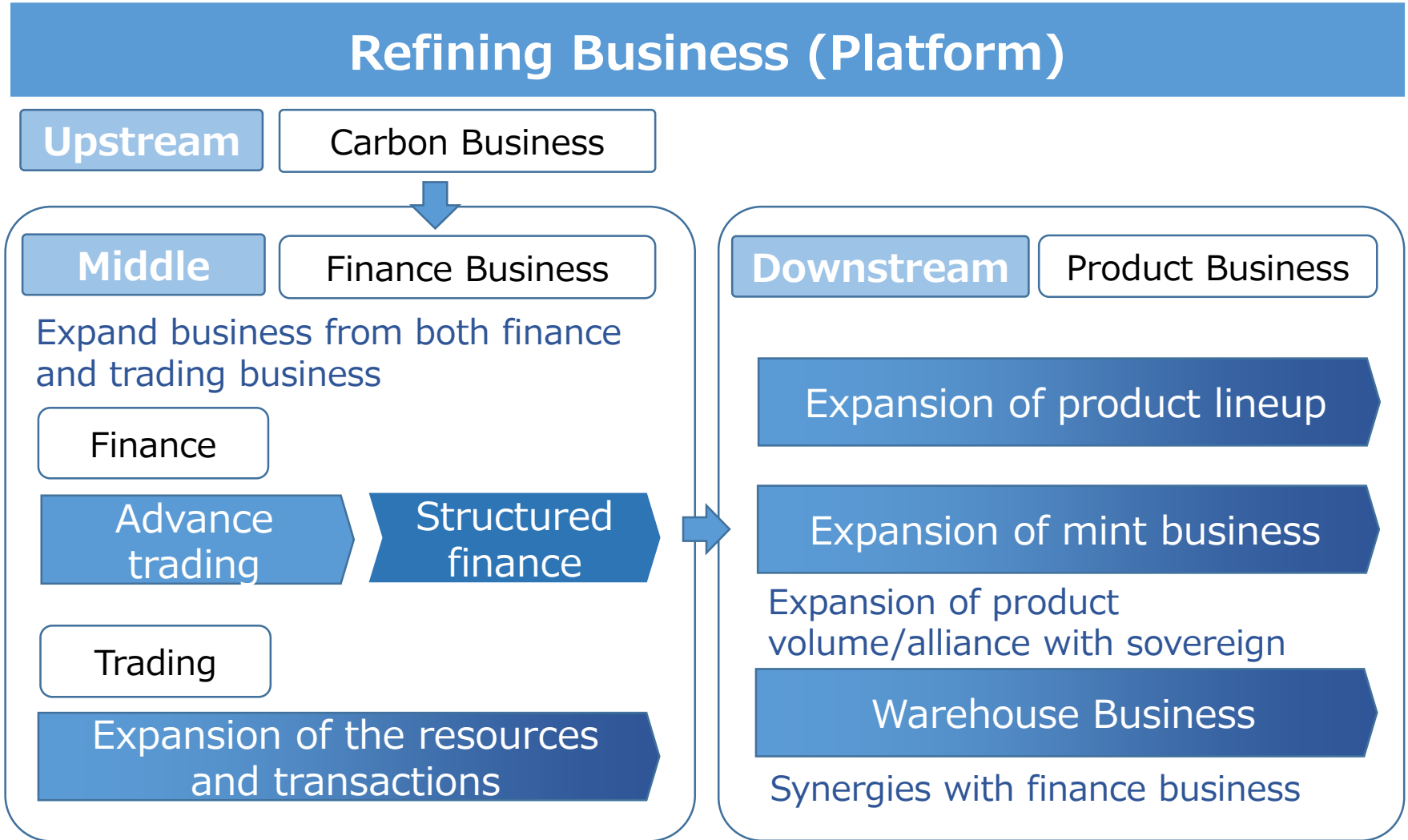
Environmental Preservation

- Making full use of our wide-ranging and diverse network
- Enhancing greening in line with digitalization and decarbonization
- Improving profitability in both industrial waste treatment and management

Sustainable growth and attempts to globalization

Establishing new business model of Refining Business in North America

Expand value chain from upstream to downstream with the core refining business as a platform



AH (2) Promotion of New Human Resources Policies



Renewed emphasis on competence-based and performance-based management

- Implementing clear and easy-to-understand qualification requirements that determine evaluation and treatment based on achievements and abilities
- Giving talented employees the opportunity to play an active role in higher positions and boosting engagement throughout the entire organization and driving business growth.



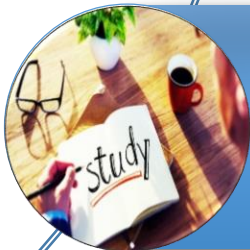
Promoting diversity & inclusion

- Creating an environment that accepts diversity and creating new value that contributes to the growth of the company
- Supporting women's career advancement by putting more effort into supporting work-life balance



Further promotion of employment of the elderly

- Setting up opportunities for high-performance employees to play an active role even after retirement
- Introducing a performance-based system in areas where the knowledge and experience of veteran employees can be utilized



Providing opportunities for learning and challenge

- Strengthening human resource development for challenges for global business
- Introducing an "in-house venture system" to provide opportunities to take on the challenge of commercialization and develop human resources who will be responsible for future management



(3) Strengthening Group Risk Management

Establishing a framework to continue to be a corporate brand trusted as a global company, and realizing the function of bundling risk management globally



Establishing “Group Risk Management Department”

- Managing compliance risks cross sectionally for the entire group, and implementing detailed risk management from a standpoint independent of the business division
- Establishing a system for further global growth, including contributions to SDGs

Strengthening risk management in North American Business

- Strengthening credit risk management of the clients
- Further promoting “Responsible Precious Metal Management” and enhancing the quality of the Asahi brand globally by taking into consideration human rights and environmental concerns in the course of providing precious metal products

AW (4) Promoting SDGs

With a core mission of “Totally Committed to Protecting the Natural Environment and Preserving Resources”, we aim to achieve both business growth and solutions for the issues our societies face

Make effective use of limited global resources

- Expanding our core businesses of recycling precious metals and proper disposal of industrial waste
- Working to address climate change by reviewing electricity contracts at existing facilities, and switching to hydrogen and electric vehicles for our business vehicles

Enhance the basis of work-life balance

- Achieving the targets of “Percentage of women in managerial position” and “Percentage of employees with disabilities” in 2030
- Achieving the targets of thorough implementation of rest interval system and 100% of usage rate of Holidays for Refreshment
- Expanding care support system





Consolidated Performance Targets

[Unit: ¥ billion]

	FY2021.3 Results	FY2022.3 Forecast	FY2023.3 Plan	FY2024.3 Plan
Revenue	164.8	190.0	200.0	210.0
Operating profit	25.1	26.0	24.0	27.5
ROE	31%	18%	15%	16%
Shareholders' equity ratio	40%	35%	38%	40%



Performance Targets by Business Segment

[Unit: ¥ billion]

Precious Metals	FY2021.3 Results	FY2022.3 Forecast	FY2023.3 Plan	FY2024.3 Plan
Revenue	144.8	171.0	180.6	188.9
Operating profit	24.0	24.7	23.1	25.1
Ratio	16.6%	14.4%	12.8%	13.3%

Environmental Preservation	FY2021.3 Results	FY2022.3 Forecast	FY2023.3 Plan	FY2024.3 Plan
Revenue	20.0	19.0	19.4	21.1
Operating profit	3.8	4.3	3.8	5.4
Ratio	19.2%	22.6%	19.7%	25.6%

Capital Investment

[Unit: ¥ billion]

	FY2022.3 Forecast	FY2023.3 Plan	FY2024.3 Plan	Total	(Ref) 8 th Mid- term
Precious Metals	6.3	3.2	3.4	12.9	9.2
Domestic	4.7	1.9	0.9	7.5	4.4
Overseas	1.6	1.3	2.5	5.4	4.8
Environmental Preservation	0.8	2.2	6.8	9.8	5.6
Total	7.1	5.4	10.2	22.7	※15.1

※including ¥0.3 billion in Life & Health Segment


Shareholder Returns

Basic Policy:

We will strive to consistently pay dividends without decreasing the annual dividend level from the current level. Moreover, we aim to maintain a dividend payout ratio of 40%, while retaining sufficient internal reserves for capital investment and M&A for future growth.

	8 th Mid-term Business Plan					9 th Mid-term
	FY2017.3	FY2018.3	FY2019.3	FY2020.3	FY2021.3	FY2022.3 (Forecast)*
Earnings per share (yen)	△37.24	270.77	228.14	250.24	653.38	231.27
Annual dividend (yen)	60	63	120	130	170	90
Dividend payout ratio (%)	-	23.3	52.6	52.0	26.0	38.9

*Figures after the stock split with a split ratio of two-for-one.

- 
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Stock Split

Implementation of a stock split with a split ratio of two-for-one

Purpose	Improving the liquidity of stocks and expanding the investor base by reducing the amount of an investment unit.
Procedure for the stock split	With the reference date set on Wednesday, March 31, 2021, each common share held by shareholders registered or recorded in the final list of shareholders of the day will be divided with a split ratio of two-for-one .

Schedule for the stock split

Date of notice of stock split	March 16, 2021
Reference date	March 31, 2021
Effective date	April 1, 2021

* This stock split will not change the amount of stated capital.



Changes in Accounting Policy (From FY2021.3 Financial Statements)

- Starting from the financial statements for FY2021.3, interest on borrowing for metal procurement in North American business is recorded as “cost of sales”, which was recorded as “financial expenses” until FY2020.3. (The figures in FY2020.3 financial results are also changed for comparison purpose)
- As a result of this change, expenses for income from financial services in North America is appropriately processed and operating profit is more reflective of the actual conditions.

[Unit: ¥ billion]

	FY2020.3			FY2021.3		
	Before change	Change in accounting policy	After change	Before change	Change in accounting policy	After change
Revenue	135.6		135.6	164.8		164.8
Cost of sales	(107.3)	(2.1)	(109.4)	(131.1)	(0.9)	(132.0)
Gross profit	28.3		26.2	33.7		32.8
Selling, general and administrative expenses	(8.2)		(8.2)	(7.7)		(7.7)
Operating profit	20.1		18.0	26.0		25.1
Financial income	0		0	0.1		0.1
Financial expenses	(2.4)	+2.1	(0.3)	(0.9)	+0.9	(0.1)
Profit before tax	17.7		17.7	26.1		26.1
Corporate income tax	(6.2)		(6.2)	(0.4)		(0.4)
Profit attributable to owners of parent	9.8		9.8	25.7		25.7



Main Revenue Elements of Precious Metals Business

Precious Metals Recycling Business:

- Income from yield differential is added to refining fees, which is a stable source of fixed income.

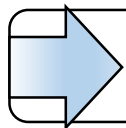
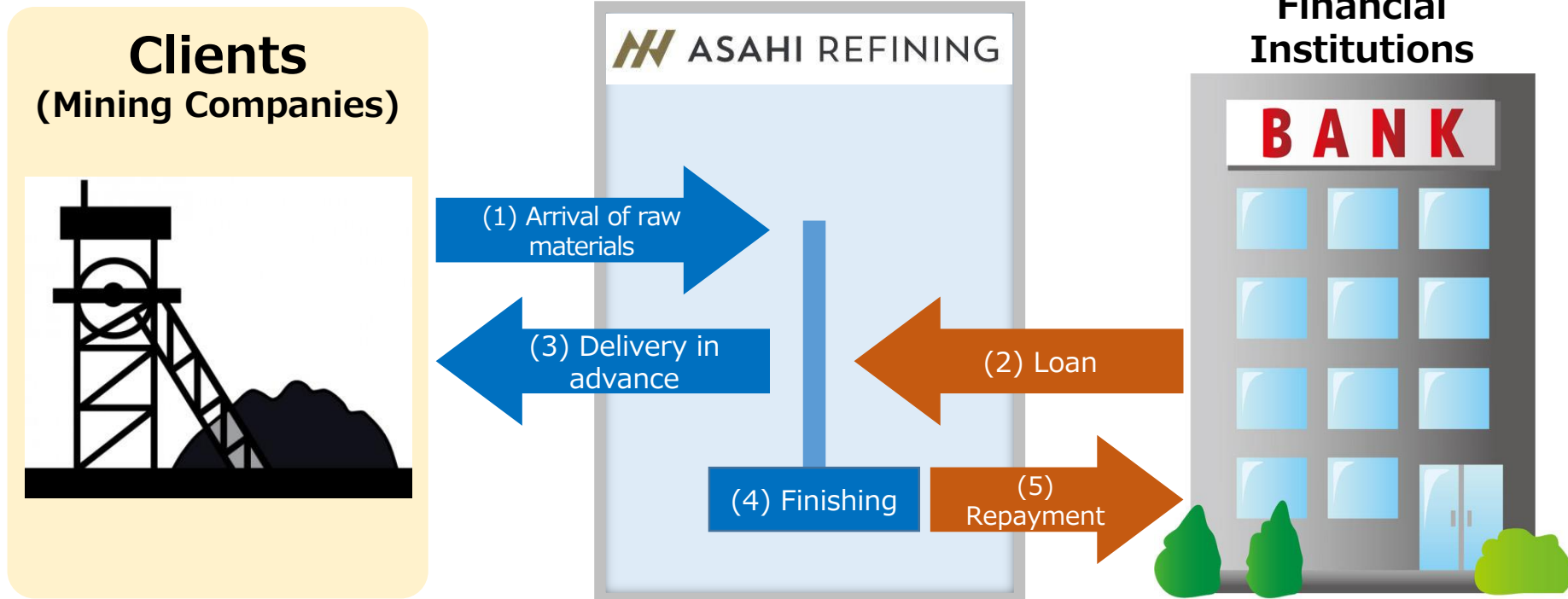
Refining Business in North America:

- Refining fees are a stable source of income. In financial revenue, earning opportunities increase in line with the growth in incoming raw materials.

Business Segment	Category	Impact on Revenue
Precious Metals Recycling	Refining fees	<ul style="list-style-type: none"> Refining fees increase in line with the expansion of the amount collected. The unit price for refining fees is higher for those that require difficult pre-processing, which means the average unit price rises when the proportion of items that require difficult processing is higher.
	Yield differential (differential between actual yield and contracted yield = free metal)	<ul style="list-style-type: none"> The volume of free metal expands when the actual yield climbs on account of improvements in technical capabilities and processes. Income from free metal increases in line with a hike in prices.
Refining in North America	Refining fees	<ul style="list-style-type: none"> The amount of fees expands when the volume of incoming raw materials (dore) increases. The unit fee cost does not change over short term because contracts are long-term.
	Yield differential (differential between actual yield and contracted yield = free metal)	<ul style="list-style-type: none"> The volume of free metal expands when the actual yield climbs on account of improvements in technical capabilities and processes. Income from free metal increases in line with a hike in prices.
	Financial revenue	<ul style="list-style-type: none"> Income opportunities for financial transactions increase when a larger amount of raw materials is received. Income increases when the interest rate for advanced delivery is improved in contracts with mines. Income increases when the period of advanced delivery is extended. Financial revenue increases when metal procurement costs fall, and the interest rate spread expands.

“Advance Trading” in North American Business

- Asahi Refining in North America provides “Advance Trading” service to the clients that we return the gold promptly after arrival of raw materials by shortening the delivery time.
- By providing this service, we receive "interest for the number of days delivered in advance" from the client, while the risk is contained since “Advance Trading” is performed after receiving raw materials from the client.



The financial service in North American business is a safe model to realize profits founded on the refining business

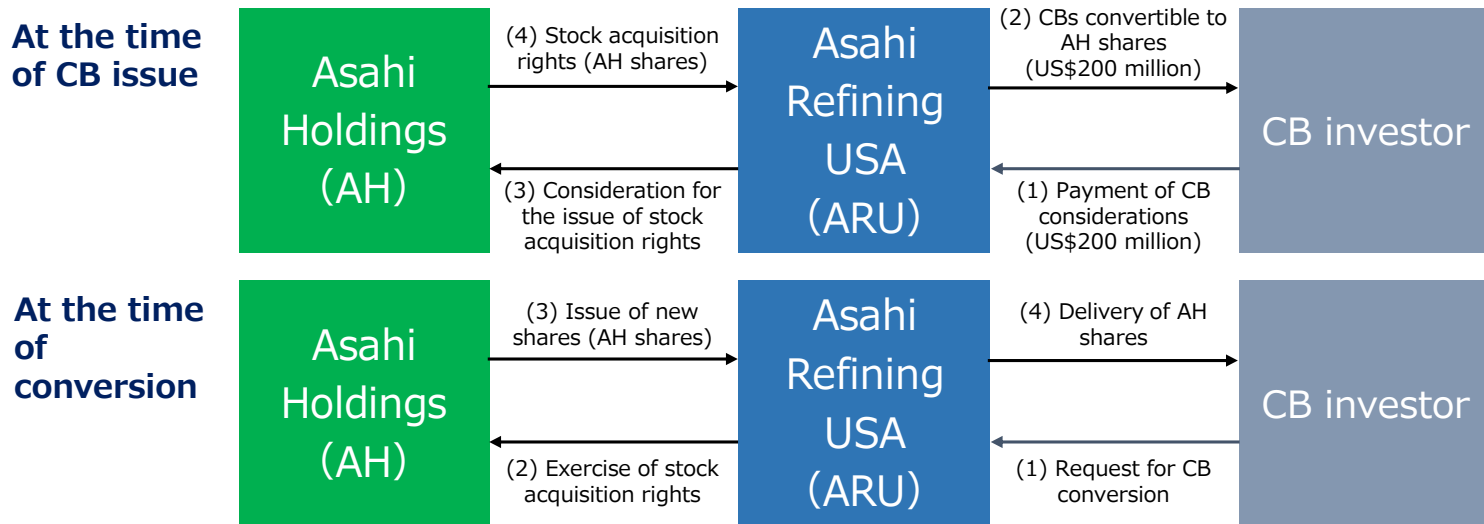


Issue of Euro-US Dollar Denominated CB (US\$200 million, Term: Five years)

Issue of Euro-US dollar-denominated CB (US\$200 million, Term: Five years)

Objectives	<ul style="list-style-type: none"> ■ Securing funds for capital investment and operations in North American refining business ■ Diversification of financing methods for U.S. dollar-denominated funds ■ Financing with zero-coupon bonds
Features	<ul style="list-style-type: none"> ■ CBs with Asahi Holdings' stock acquisition rights issued by North American subsidiary issues * First CB issue structure in Japan (Awarded the DEALWATCH AWARDS 2020 Innovative Equity Deal of the Year) ■ Designed to prevent dilution over the long term with a clause limiting conversion to 130% up to three months prior to maturity

CB Issue Structure





Share Transfer of INTER CENTRAL

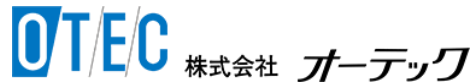
- Resolved the transfer of all the shares of INTER CENTRAL, INC, consolidated subsidiary, to OTEC CORPORATION.
- Expecting to create a synergy in improving the existing construction network and equipment sales by addition of INTER CENTRAL to the OTEC Group.
- Proceeding optimal allocation of management resources on a group wide level.

Schedule

January 29, 2021: Conclusion of a basic agreement

March 31, 2021: Completion of share transfer

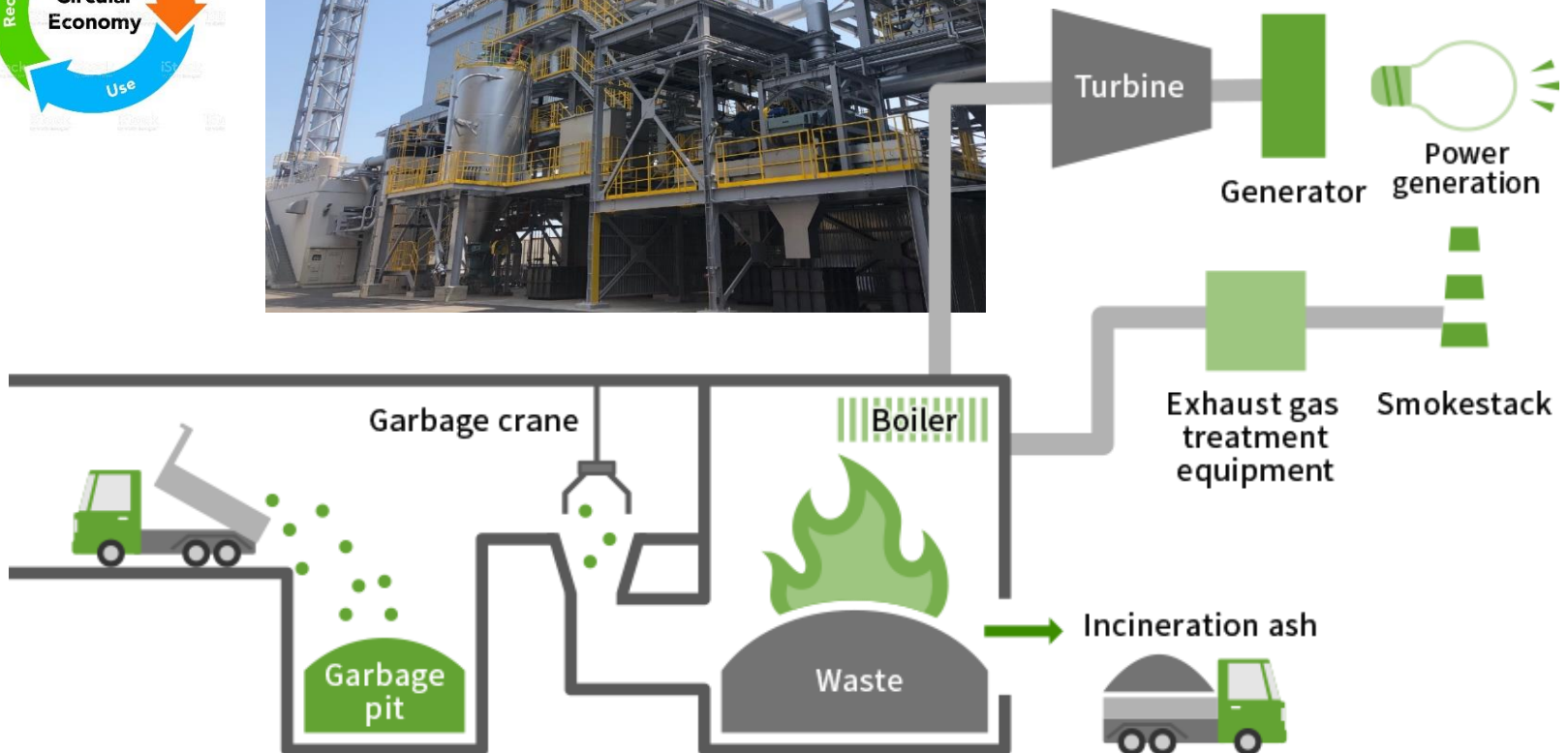
OTEC CORPORATION



- Contributing to society through two businesses: "Environmental System Business," devoted to designing, constructing, and maintaining automatic air conditioning control systems, and "Plumbing Equipment Business," dedicated to selling plumbing equipment and household equipment.
- Listed on the JASDAQ market in 2000, continues to grow by seeking the convenience of building, environmental improvement and enhancement of energy efficiency.

Upgrading the Incinerator / Constructing a New Power Generation Facility

- Asahi Pretec Corp. upgraded incinerator at Kitakyushu Office
(processing capacity: 90 ton/day)
- By installing power generation facility which utilizes waste heat generated through industrial waste incineration, we contribute to the preservation of global environment and creation of recycling society through thermal recycling



Incinerator Renewal

- ASAHI PRETEC renewed an incinerator (with a processing capacity of 45 tons/day) at its Hibiki Plant (Wakamatsu-ku, Kitakyushu-shi)
- Waste incineration efficiency (the fuel consumption required for waste incineration) improved compared with conventional waste incinerators





Trend in Metal Prices (Au, Ag)

(Unit: JPY per gram)

Au



Ag

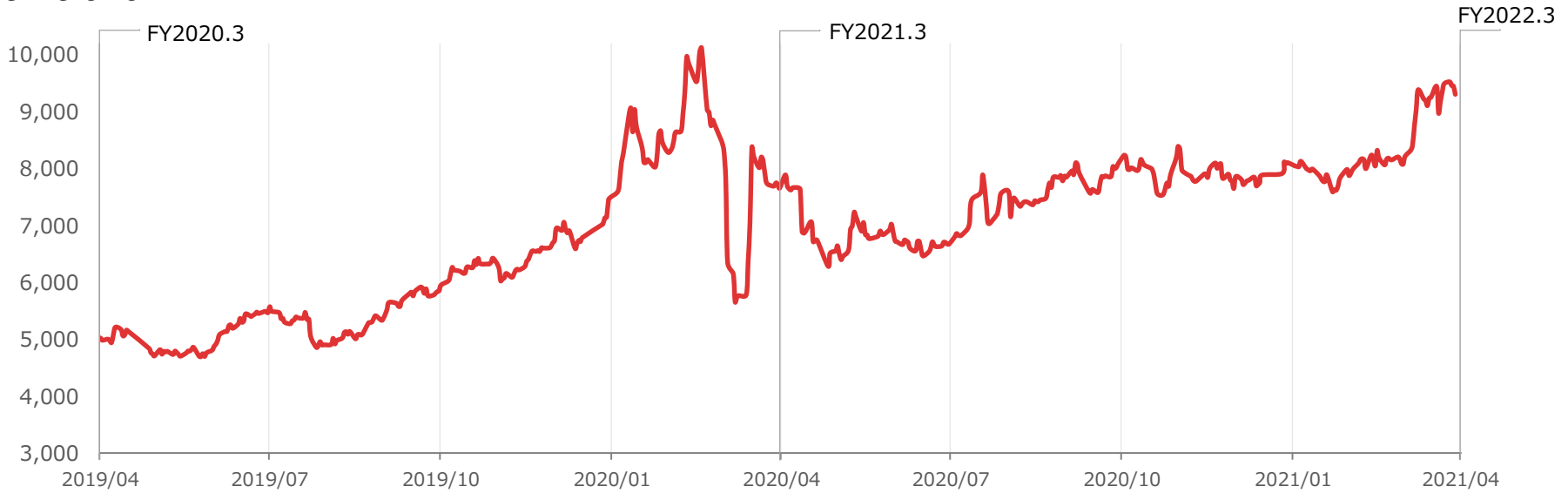




Trend in Metal Prices (Pd, Pt)

Palladium

(Unit: JPY per gram)



Platinum

