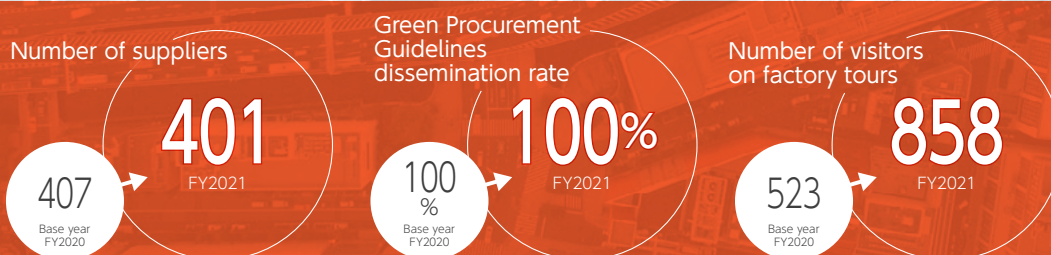




Capital to create value

Social and Relationship Capital

We conduct our business activities through relationships with various stakeholders, so building positive relationships with those stakeholders is important for improving corporate value. Through proactive dialogue with stakeholders, we are able to incorporate the needs of society and expectations for us into our business activities, and encourage them to feel a sense of closeness with Aichi Steel. In this way, we are able to grow alongside all of our stakeholders, including customers, shareholders and investors, employees, suppliers, and local communities.

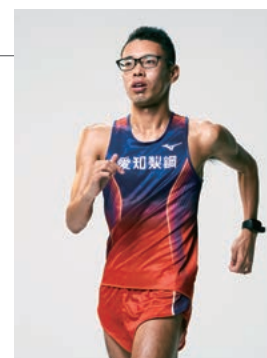


Initiatives to promote dialogue with stakeholders

Stakeholders	Initiatives to promote dialogue	FY2021 achievements
Customers	<ul style="list-style-type: none"> ● Customer consultation service Improvements by responding to customer comments and providing feedback internally 	Number of inquiries 1,341
Shareholders and investors	<ul style="list-style-type: none"> ● Shareholder's Meeting Business reports, discussions and resolutions on financial account items, and Q&As with shareholders ● Dialogue with investors Dialogue through financial account and future strategy briefings, individual meetings, etc. 	Number of dialogues with institutional investors (total) 15
Employees	<ul style="list-style-type: none"> ● Regular meetings of the Labor-Management Committee Mutual understanding between labor and management, discussions and negotiations, and exchange of opinions ● Attitude surveys Surveys on organizational and workplace culture, working lives, etc. 	Number of meetings between labor and management 20
Suppliers	<ul style="list-style-type: none"> ● Suppliers Convention Sharing of procurement policy, mutual learning opportunities, strengthening of partnerships 	Number of participating companies 125
Local communities	<ul style="list-style-type: none"> ● Collaboration and volunteer activities with NPOs, etc. Communication through proactive participation in social contribution activities and community volunteering activities ● Collaboration with industry groups Proposals concerning common industry issues and facilitation of information sharing through the Special Steel Association of Japan, etc. 	Number of volunteers (total) 5,876

Contributing through company sports activities

One of our action guidelines is "As a 'Good Corporate Citizen,' we will participate positively in CSR activities." In line with this, we conduct activities that contribute to local communities through our athletics teams. We hold sports clinics for children where we teach the fun of sports, not just skills, and the importance of working toward a goal. Many athletes are able to balance their sporting activities with company work while excelling at the top level, so our sponsorship of such athletes leads to feelings of belonging to a group, and motivation to work, among our employees.



In a first for Japan, Toshikazu Yamanishi won a second consecutive gold medal in the 20 km race walk event at the 2022 World Athletics Championships