

Message

To comprehensively communicate our efforts to sustainably enhance corporate value from both financial and non-financial perspectives, we publish an integrated report every year. We regard this as an important means of communication to help our stakeholders gain an accurate and deeper understanding of how we think about management and engage with society.

This 2025 edition highlights the company's update to its Medium-term Management Plan and the development of a new, future-oriented growth strategy, while carefully conveying the overall picture and the intentions behind it. Fulfilling our mission as a materials manufacturer, we continue to take on challenges by bringing together our technologies, people, and on-site capabilities to help solve social issues.

We hope this report helps convey our resolve and capacity for action toward the future, grounded in our enduring founding spirit of working "for society and people" and "for our customers."

Going forward, we will continue to value dialogue with all stakeholders and strive to provide transparent disclosure and ever more useful reporting. We sincerely welcome your frank opinions and requests.



Chairman
Takahiro Fujioka



President
Naohide Goto

Editorial Policy

This report illustrates how the Aichi Steel Group utilizes its strengths to take on the challenge of value creation and help to build a sustainable society. We communicate the company's intrinsic growth potential by emphasizing not just short-term results, but future-oriented strategies and the non-financial assets that underpin them. We clearly present our approach of creating corporate value through solving social issues, even within a rapidly changing environment, in a way that creates a foundation for dialogue with our stakeholders.

Accounting Standards

This Report has complied with Japanese accounting standards until FY2019 and International Financial Reporting Standards (IFRS) from FY2020.

Readers

This Report is mainly intended for our shareholders and investors, customers, suppliers, other business partners, affiliated companies and our employees.

Report Period and Scope

This report mainly covers activities conducted by the Aichi Steel Group during FY2024 (April 2024 to March 2025). However, some activities outside this period are also explained where necessary.

Reports and Structure



Referenced Guidelines

- GRI Standards
- International Integrated Reporting Framework (published by IIRC)
- ISO 26000 (Guidance on social responsibility)

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[Important Note about Forecasts]

The business results forecasts in this report are based on judgments and assumptions from currently available information. Actual business results may differ significantly from targets in light of their inherent uncertainty and the potential for fluctuations due to future business operations or changes in internal or external information.