

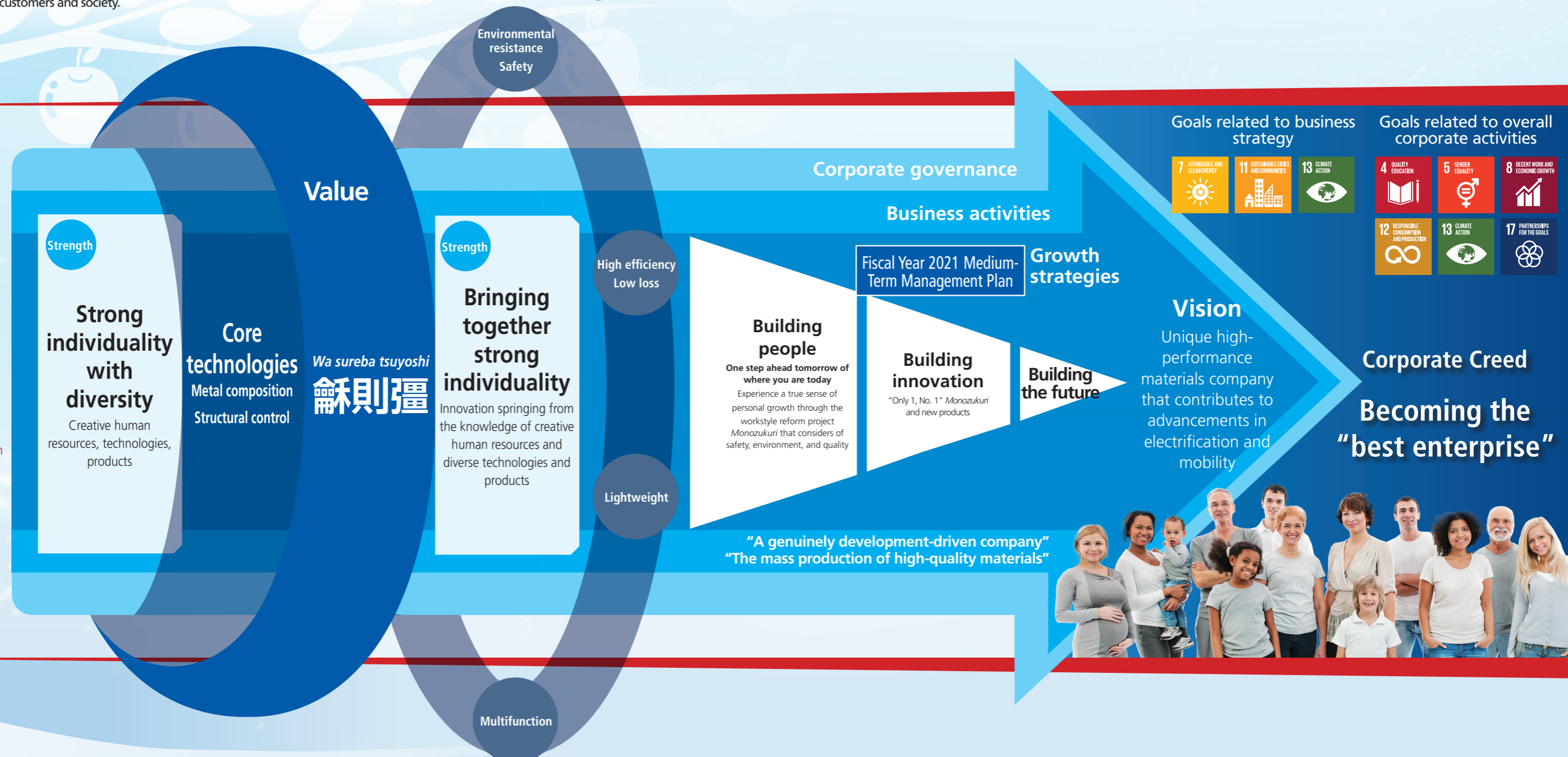
# Value Creation Process

Our strength lies in the “strong individuality” of our creative, diverse human resources, technologies, and products, and we create innovation that brings together the “strong individuality” embodied in our Corporate Philosophy of “*Wa sureba tsuyoshi*.” Using this strength, we are addressing the materials-related needs of customers based on global megatrends and market needs, to become a high-performance materials company supporting sustainable societies. By pursuing a growth strategy supported by corporate governance based on the principle of “obey the law and walk the path of virtue” and business activities as “a genuinely development-driven company” engaged in the “mass production of high-quality materials,” we will work to become the “best enterprise” that contributes to society’s sustainable development by continuing to be a company that is indispensable to customers and society.

<b>Global megatrends</b>	Climate change	Lack of energy and resources	Urbanization	Demographic changes	Technological advances including in information technology
	Measures for environmental regulation	Increased need for energy conservation		Increased need for mobility	

<b>Market needs</b>	Automotive (electric vehicles)	Electronics (Internet of Things, and semiconductors and displays)	Infrastructure-related (aircraft, railways)
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## Needs for materials



## DNA

DNA cultivated over more than 100-year history (addition and maturation through process of evolution including mergers and acquisitions)

**Strength**  
**Strong individuality with diversity**  
 Creative human resources, technologies, products

**Core technologies**  
 Metal composition  
 Structural control

*Wa sureba tsuyoshi*  
 韋則彊

**Strength**  
**Bringing together strong individuality**  
 Innovation springing from the knowledge of creative human resources and diverse technologies and products

High efficiency  
 Low loss

Lightweight

Multifunction

## Addressing business risks

<b>Changes in the external environment</b>	Lower profits from high resource prices	Intensified competition from rise of Chinese and emerging-market manufacturers	Lower competitiveness from strengthening yen	Increased costs from higher expectations for quality	Loss of standing for existing products from technological innovation
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**Goals related to business strategy**

- 7 AFFORDABLE AND CLEAN ENERGY
- 11 SUSTAINABLE CITIES AND COMMUNITIES
- 13 CLIMATE ACTION

**Goals related to overall corporate activities**

- 4 QUALITY EDUCATION
- 5 GENDER EQUALITY
- 8 DECENT WORK AND ECONOMIC GROWTH
- 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
- 13 CLIMATE ACTION
- 17 PARTNERSHIPS FOR THE GOALS



“A genuinely development-driven company”  
 “The mass production of high-quality materials”

**Corporate Creed**  
 Becoming the “best enterprise”