The Group's Strengths

With an orientation toward "making the best quality available to everyone" through quality mass production, the Group has built an unsurpassed technological foundation with structural and compositional control technologies at the core for a wide variety of materials. In addition to proposing, designing, and manufacturing materials that are indispensable for our customers' products, we have strengthened our technological foundation with production technologies that smoothly realizes mass manufacturing of materials from the R&D level, stable quality maintenance, and resource conservation/resource recycling technologies. In addition, our early expansion into the global market for the purpose of mass production of a wide variety of products has made our products the favored choice of top global customers in a wide range of industries.

Our greatest strength is our numerous original product lines, which are indispensable to our customers' products. This is made possible by facing our top global customers' issues head on, discovering their needs, and using our proven technological capabilities to "collaboratively create" new high-performance materials together with them.

Through "collaborative creation," we can further strengthen our relationships with our customers and build up our technological foundation, which drives forward further "collaborative creation."

Solid Relationships with a Wide Range of Customers

Over 100 years since the Group's founding, we have built solid relationships of trust with top global customers in a wide range of industries by walking alongside them to identify their challenges and meet their needs.

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Unsurpassed Technological Foundation

- Structural and compositional control technologies
- Design and solution proposal capabilities to meet each customer's needs
- Deep knowledge of manufacturing processes, including mass production and stable quality maintenance
- Energy-saving and resource circulation technologies that maximize use of limited resources

Original Product Lines Created in Co-creation with Customers

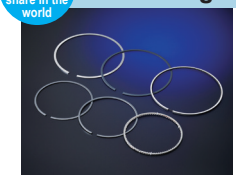
We provide unparalleled products lines by responding to our customers' needs with our proven technologies and creating new high-performance materials together. Our strengths continue to evolve through collaborative creation.

Product Lines Born from Collaborative Creation with Customers

Supporting the development of society, our product lines, created in collaboration with our customers, are used in a wide range of fields, with a focus on the automobile, industrial infrastructure, and electronics sectors.

*Share is estimated based on various data

No. 1 market share in the world Piston ring materials



Growing demand for high-quality, high-performance stainless steel piston rings to improve environmental performance from small to large cars

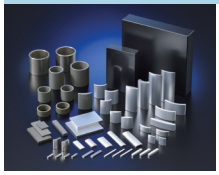
No. 1 market share in the world CVT belt materials

Metal belt materials made of maraging steel developed for CVT (continuously variable transmission), which contributes greatly to low fuel consumption in engines

No. 1 market share in the world Torque sensors

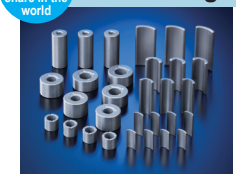
High-performance and high-reliability automotive electrical components suited for high control-performance electric power steering

Rare earth magnets



Used in energy-saving and high-efficiency applications and in magnet motors for electric cars and hybrid cars, which seek to improve environmental friendliness and fuel efficiency

No. 1 market share in the world Ferrite magnets



Used in a wide range of applications, primarily in the automobile and home appliance segments. The Group meets customers' needs for ferrite magnets with a global supply system.

Power electronics materials

Products featuring the Group's strengths, including high-performance soft magnetic materials and ceramic materials, contribute to improved energy efficiency and more advanced information communications.

No. 1 market share in the world Clad materials

Widely used in heat dissipation substrates for semiconductor modules and in components for lithium-ion batteries

No. 1 market share in the world Lead frame materials

The Group provides nickel- and copper-based semiconductor lead frame materials. In particular, our nickel-based materials have maintained top market share globally.

Electric wires for railway cars

Widely used for wiring in a great number of railway cars in Japan and abroad, such as the Shinkansen bullet trains. Applications include wiring in the cab, under-floor wiring, and inter-car wiring.