

Value Creation Process

Aichi Steel's Business Environment

- Mitigation/transition of climate change
- Automobile industry transition
- Dwindling workforce
- Development of digital transformation technologies
- Biodiversity
- Resource recycling
- Increasing geopolitical risks
- Diversification of values
- Business and human rights

Three Management Guidelines to Realize Vision 2030

- Contribution to a sustainable global environment
- Creation of a prosperous society through business reform
- Employee happiness and corporate development



Note: All figures are accurate as of March 31, 2023.