



Company Profile

English

**DAIDO STEEL GROUP**  
**Beyond the Special**

**Beyond the Special**

Daido Steel Co., Ltd. 

[www.daido.co.jp](http://www.daido.co.jp)

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**Daido Steel Group Management Philosophy**

Pursuing the Potential of Materials to  
Support Our Future

**Conduct Guidelines**

Aim High ★ Sincere Action

Personal Growth ★ Team Strengths ★ Open to Challenges

**A Message from Our President**

We Are Making Progress toward the Future under This Slogan:  
“Face Challenges and Cope with Transformation”

Daido Steel Co., Ltd. has been manufacturing a variety of steel products, including specialty steel, since the company was founded in 1916. From then to the present day, through steelmaking, we have contributed to innovations that have enriched people's lives and our society while meeting our customers' needs.

We are seeing drastic changes in our times, such as the drive to attain carbon neutrality, so the business environment surrounding the steel industry is facing a big **transitional turning point**. The expansion of vehicle electrification and the use of green energy sources will surely lead to increased demands for the high-value-added steel materials we are so good at manufacturing. We think these times will provide good business opportunities that will make it possible for us to grow further, through our ability to provide value Beyond the Special.

As a company in the materials industry, we help support a wide variety of other industries. Our mission is to meet our customers' needs and contribute to society, while we adapt our business to meet the changes to come.

We will strive to achieve our 2030 Vision: “Contributing to bringing about a sustainable society, by maximizing the value of our high-performance specialty steel and creating customer benefits.” Daido Steel will continue to promote the sound management of the Daido Steel Group as we work to attain this vision.



**Tetsuya Shimizu**

President & CEO,  
Representative Executive Director

Go to  
Daido Steel's  
website:



# Our steel makes everyday life stronger and better

## Specialty Steel in Our Daily Lives

We supply the world with steel and related products that contribute to sustaining our very lives. These include essentials that are not often seen by the general public, such as specialty steel, high-performance magnets, and industrial furnaces.



### Fabricated Materials for Aircraft Engine Shafts

Aircraft engine shafts must be extremely strong, tough, and heat-resistant. Our shafts contribute to extending aircraft cruising ranges and making more efficient use of fuel. They have been certified for use by the world's major aircraft engine manufacturers.



### Diesel Engine Exhaust Valves for Ships

The design of ships' diesel engine exhaust valves requires different structural characteristics for different parts: reliable wear resistance externally and high temperature tolerance internally.



### The "SyncroTherm"® Vacuum Carburizing Furnace

Heat treatment using the vacuum carburizing method delivers high strength and light weight to automotive parts. The SyncroTherm® vacuum carburizing furnace enables small-lot production, because batch size is reduced to less than one-tenth of that of conventional carburizing furnaces, allowing heat treatment of only the required amount at the necessary time, and thus contributing to a significant reduction in works-in-process.



### Medical Titanium Alloys

Titanium alloys provide the excellent features, including light weight, specific strength, high corrosion-resistance, biocompatibility, and non-magnetic properties. They are widely used to make medical materials and sports equipment.



### Gear Steel

Gear steel, which is both very strong and extremely durable, is used to make the reduction gears for automotive e-Axles, among other types. This allows the e-Axles to be smaller and lighter. Also, this steel contributes to lowering impact on the environment, including reducing CO<sub>2</sub> emissions.



### Soft Magnetic Materials for Reactors

The output voltage of hybrid vehicle batteries is improved by using a boosting reactor. Its iron core is molded from a magnetic metal powder developed by Daido Steel. The reactor makes it possible for the car to store large amounts of energy for use during electricity-powered driving, while it also reduces energy loss and contributes to saving battery power.

The Reactor Core is a product of Fine Sinter Co., Ltd.



### Magnets

A variety of magnet types with unique features, such as corrosion-resistance, magnetic properties and thermal stability tailored to specific applications, are available for use in a number of fields. These include automotive uses, where motor miniaturization and improvement in performance are moving along rapidly, and the uses for energy-saving home appliances.

Magnets are provided by Daido Electronics Co., Ltd.



### Stainless Steel for Ballpoint Pen Tips

The tip of a ballpoint pen, the part that supports the ball, is made from stainless steel with a high degree of corrosion resistance. Our stainless steel that is used for this purpose is very easy to shape and is suitable for high-precision, complex machining, and delivers clear writing over the long life of the pen.



### Permalloy Foil STARPAS®

STARPAS® is an ultra-thin Permalloy foil with excellent workability and flexibility that suppresses electromagnetic noise when EMC measures are required.



### Point Light Source LEDs

Point light source LEDs provide excellent light distribution and low failure rates. They are used as light sources for high-end optical sensors, such as optical encoders and photoelectric switches, to give us dependable performance and high reliability.



# The story behind recycling and specialty steel

## Specialty Steel's Life Cycle

A request for a consultation leads to research and development

Most of the specialty steel Daido Steel produces is made to order. We start by thinking together with a customer about what kind of product they want to make, and then we use the technique of repeated trial and error (i.e., carefully designed experimentation) to develop a material with the required performance and quality. Then we finalize the process to meet the customer's precise needs.

Ferrous scrap is the main raw material for specialty steel. Approximately 40 million tons of ferrous scrap is generated in Japan each year. Daido Steel uses recycled ferrous scrap to manufacture its specialty steel products, thus contributing to the reduction of human environmental impacts that arise from many sources.

### 01 Ferrous scrap

We procure ferrous scrap that is generated by the manufacture of automobiles and other products, as well as used ferrous products and the remnants of demolished buildings. A new life cycle for ferrous scrap begins with its regeneration into specialty steel.

### 02 Melting

A strong electrical discharge, like a bolt of lightning, that reaches the very high temperature of 1600°C, is used in an electric arc furnace to turn ferrous scrap into molten steel. This process breathes new life into the discarded scrap.

### 03 Refining

Refining removes impurities contained in ferrous scrap. Alloying elements such as Mn, Ni, and Cr are then added to adjust the chemical composition of the steel while it is still molten.

### 04 Solidification

Molten steel is solidified into semi-finished steel units such as bloom, billet or slab, while being cooled. This process is called "casting." In the "continuous casting" method, molten steel is poured into cylindrical molds and semi-finished steel is continuously withdrawn, while being gradually cooled by a water spray.

### 05 Rolling and forging

The rolling process is often used to shape semi-finished steel into the desired size and shape. Semi-finished steel may also be forged. Forging improves the strength and toughness of steel by using localized compressive forces, such as pressing or hammering.

### 06 Inspection

Specialty steel is inspected to determine whether its chemical composition, hardness, and surface and internal quality meet required standards. Only non-defective units that meet these strict criteria are delivered to customers.

### 07 Shipping

Our specialty steel products are transported to the customer, generally by truck, ship or train. The mode of transportation is determined on a case-by-case basis, depending upon the destination, the type of material, and other factors.

### 10 Recycling

Once they have served their purpose, specialty steel products are recycled as "ferrous scrap" and await the day when they will again be given a new life of service.

### 09 Transforming steel into commercial products

Specialty steel is widely used in a variety of products, such as cars and aircraft, thermal power plant equipment, and IT equipment. Although people don't often come into direct contact with it, specialty steel is an essential material both for our daily lives and for industry.

### 08 Processing at the customers' place of operation

Our specialty steel materials, including in the form of bar and wire rod, are further processed at the customers' plants, to make engine parts, industrial machinery parts, automobile gears and shafts, bearings, parts for semiconductor manufacturing equipment, etc.



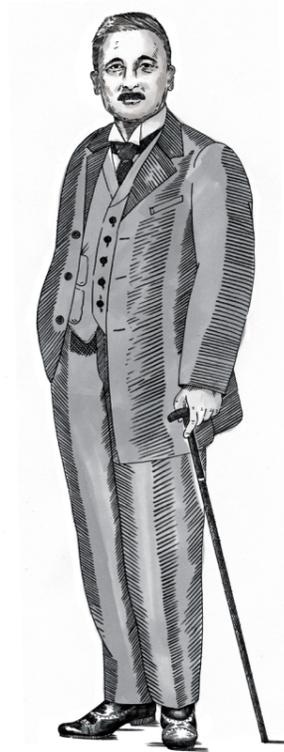
Recycling and the production of specialty steel

# Our history of taking up the challenges of changing times

Progress in Our Steel-Making Technology

Let's trace the footsteps of Daido Steel's history, across more than 100 years, in terms of our technological, research and development activities, and our development of production equipment, to learn how the company has overcome various challenges.

## Our endeavors to meet the challenge of social change



The history of our technology and production equipment

### The dawn of an age

The dawn of the specialty steel industry started with the electric arc furnace



We made a 1.5 ton electric arc furnace in 1916. This was Japan's first industrial level electric arc furnace for steel manufacturing.



Our technical public information magazine, "Denki-Seiko (Electric Furnace Steel)," was first published in 1925. This much appreciated magazine is still being published today.

### The period of rapid growth

Taking up post-war period challenges

### The period of mass production and high efficiency

Enhancing production equipment to meet the demands of a thriving manufacturing industry



The Chita Plant was established in 1962. At that time it was the world's largest integrated specialty steel production plant. Its second continuous caster with a towering height of 44 meters could continuously cast round-sectioned base materials in a vertical position.

### The period of high-value-added products

Developing technology to help produce high-value-added products



In the fall of 2013, a new electric arc furnace with a production capacity of 150 tons was installed at the Chita Plant. Since then, in response to the demands of the times, we have rationalized our plants' steelmaking processes drastically. These steps included the installation of new types of highly energy-efficient furnaces and the streamlining of logistics on the factory floors.

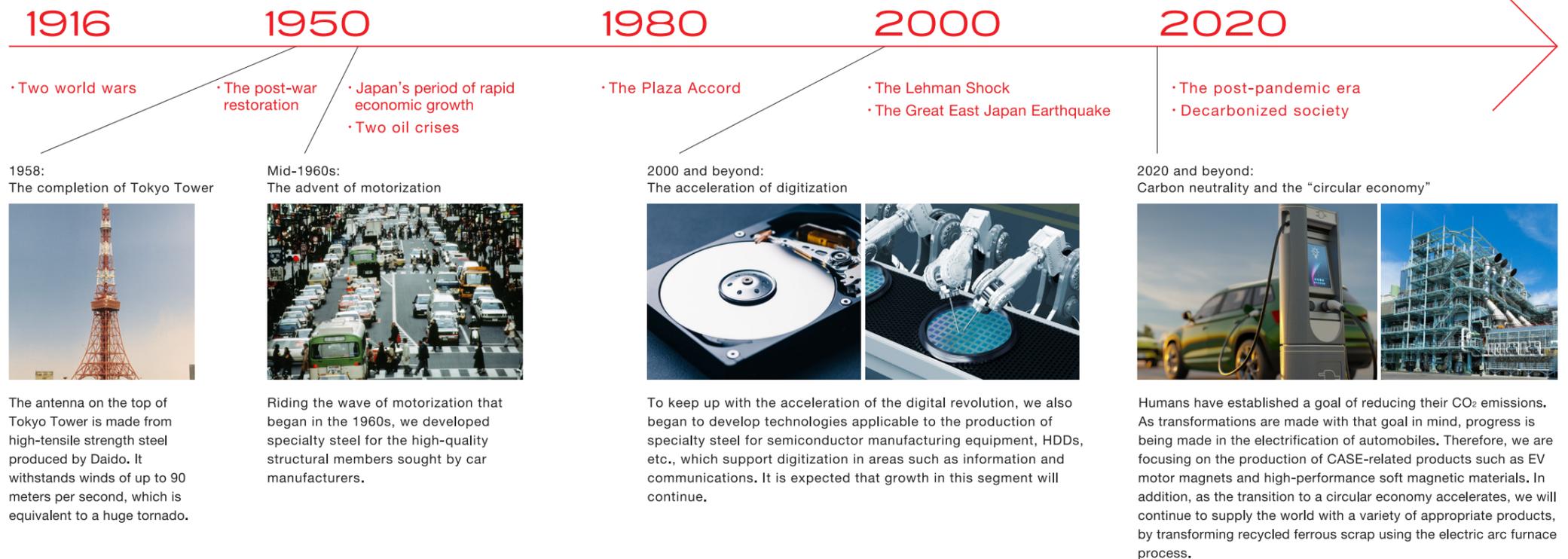
### The era of sustainability

A sustainable society spurs our initiatives for further growth

## The "DNA" transferred to us from our founder, Momosuke Fukuzawa

Momosuke Fukuzawa, the founder of Daido Steel Co., Ltd. and known as the "King of Electric Power in Japan," is remembered in history for laying the foundations of Japan's power generation industry. Through the development of new materials that cannot be produced by other manufacturers and the relentless pursuit of innovation, Momosuke Fukuzawa contributed greatly to Japanese society. Daido Steel embodies his pioneering spirit, the "DNA" of Momosuke Fukuzawa.

The history of our products



# The confidence and pride we have cultivated

## Daido Steel Company's Strengths

We will continue to work on solving problems faced by our customers and humanity as a whole, drawing on the three essential strengths we have cultivated over our more than 100-year history. We are strengthened by the practice of our Five Conduct Guidelines.

Conduct Guidelines

Aim High ★

Sincere Action ★

Personal Growth ★

Team Strengths ★

Open to Challenges

### Development Capabilities

The capacity to develop a wide variety of high-performance materials

R&D personnel  
(as of the end of March 2024)

Approx. **300**

R&D expenses  
(FY2023)

**6.6** billion yen



Corporate Research and Development Center (Nagoya, Aichi)

#### Initiatives to maintain and improve our development capabilities:

- Enhance our technological competence, anticipating the needs of the future.
- Apply AI technology to sharpen the abilities we have accumulated over our long years of experience.
- Accelerate development in new fields through partnerships with universities, research institutions, and other companies.

### Co-creation Capabilities

Co-creation with customers in the development of new materials and products

Items developed jointly with customers  
(as of the end of March 2024)

**163**

Items developed jointly with outside institutions  
(as of the end of March 2024)

**46**



#### Initiatives to maintain and improve our co-creation capabilities:

- Achieve better co-creation by developing a stronger degree of partnership with our customers.
- Establish and maintain the Material Solution Department to co-create products that contribute to the realization of a sustainable society.
- The Machinery Division gives form to ideas born from customer feedback.

### Workplace skills and technological capabilities

We are committed to making it possible to create highly reliable products.

A wide range of product types to meet extensive customer needs  
(types of materials x types of shapes, FY2023)

Approx. **4,000** types

Number of suggestions proposed through self-management improvement activities  
(number of suggestions, FY2023)

**14,400** per year



#### Initiatives to maintain and improve our workplace skills and technological capabilities:

- Improve our manufacturing technology through collaboration and analysis with the Process Research Department.
- The frontline workers themselves drive improvements through self-management improvement activities and TPM activities. Such improvements are also accelerated through Daido Monozukuri Kaikaku (DMK) activities (Daido Manufacturing Reform activities).
- Our high-quality frontline worker education program (Daido Steel Technical Training School) underpins our frontline workers' skills.

# Specialty steel, here and there

Specialty Steel Supports Our Daily Activities

The specialty steel made by Daido is a product that is rarely seen by the public. However, specialty steel products support our daily activities and help all of us to thrive in familiar places, such as in our homes and offices, and when we use public transportation, such as trains or airplanes.



## Aerospace

Our specialty steel is used in the engines of aircraft that carry many passengers, supporting safe and comfortable navigation. Our advanced technology is contributing to the development of faster aircraft and improved fuel efficiency.



## Digital Devices

Information devices, PCs, smartphones, tablet terminals, and other similar devices have all become essential to our modern lives. Our specialty steel is used inside this precision information equipment, playing an important role in their performance.



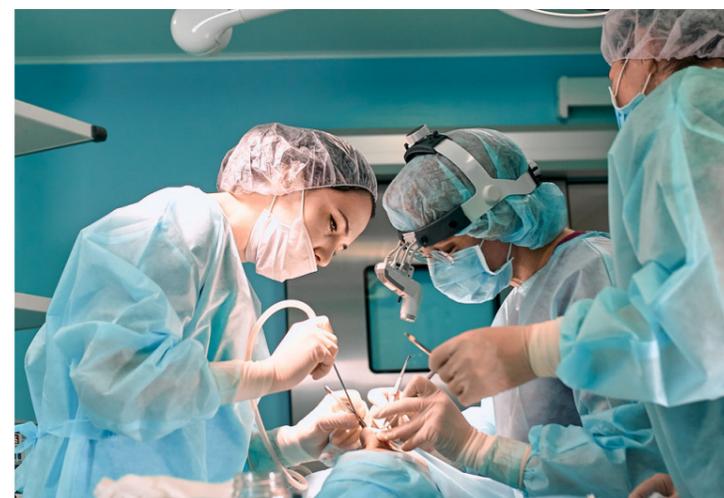
## Energy

Daido Steel's specialty steel products are utilized in thermal power plant equipment. While these products may not be visible as we go about our lives, they are essential components that facilitate the reliable distribution of electricity. Specialty steel plays a pivotal role in ensuring a stable and secure electricity supply.



## Electric Vehicles (EVs)

Specialty steel plays an indispensable role in the evolution of automobiles. Our products are utilized in engines and transmissions, as well as in e-Axles and EV motor magnets for electric vehicles, enhancing their reliability and performance.



## Medical Equipment

Titanium alloys are used in a variety of medical devices, including surgical instruments, artificial joints, and dental implants, to ensure optimal compatibility with the human body. Our titanium alloy products are instrumental in advancing medical technology and enhancing health and quality of life.

Our high-performance materials and magnetic materials, such as stainless steel, superalloy steel, alloy powder, titanium, and magnets, feature an optimized balance of various properties, ensuring maximum performance.

Automotive parts are produced using die forging and precision casting, while industrial machinery parts, such as those for generators, large transport vehicles, and power plants are produced by open die forging and steel casting.

Our specialty steel is a high-strength, value-added product suitable for use as structural steel, bearing steel, and tool steel for molds. It is primarily utilized in the automotive and industrial machinery sectors.

We design and manufacture steelmaking equipment, industrial furnaces, and environmental equipment, leveraging the expertise and technology we have developed in the production of specialty steel.

## Digital Devices



High-performance Materials and Magnetic Materials

### Soft Magnetic Materials

We offer a range of steel strips, foils, steel bars, wire rods, metal powders, and other products with soft magnetic properties, tailored to meet customer needs. Our soft magnetic materials include electromagnetic pure iron, free-cutting pure iron, silicon iron, free-cutting silicon iron, electromagnetic stainless steel, and Permalloy.



High-performance Materials and Magnetic Materials

### Target Materials

We supply high-purity, low-gas-content pure metal and alloy target materials as raw materials for thin films used in touch panels, power semiconductors, the hard coating of molds and tools, and other applications.



High-performance Materials and Magnetic Materials

### Superalloys

Superalloys are used as a material for making electric current sensors, magnetically shielded rooms, etc. A wide range of products are available, from highly magnetically permeable materials such as Permalloy to electromagnetic pure iron, to meet customer needs.

[Photo] O<sub>2</sub> sensor, courtesy of Denso Corporation



High-performance Materials and Magnetic Materials

### Permalloy Foil STARPAS®

STARPAS® is an ultra-thin Permalloy foil with excellent workability and flexibility that suppresses electromagnetic noise when EMC measures are required.



High-performance Materials and Magnetic Materials

### Point Light Source LEDs

Point light source LEDs provide excellent light distribution and low failure rates. They are used as light sources for high-end optical sensors, such as optical encoders and photoelectric switches, to give us dependable performance and high reliability.

## Energy



Parts for Automobile and Industrial Equipment

### Compressor Disc

Our turbine compressor discs are at the hearts of thermal power plants. They offer unparalleled functionality and durability in the face of very high temperatures and high-speed rotation, contributing to ensuring a stable supply of electrical energy with high efficiency.



Parts for Automobile and Industrial Equipment

### NASclean® Gas Filters

Our all-metal gas filters utilize short (micron-level) stainless steel fibers, delivering a reliable solution for filtering gases used in the production of semiconductors, liquid crystals, solar panels, and other materials.

This product is produced at Nippon Seisen Co., Ltd. NASclean® is a trademark or registered trademark of Nippon Yakin Kogyo Co., Ltd.

## Medical Equipment



High-performance Materials and Magnetic Materials

### Titanium Alloys

Titanium alloys provide the excellent features, including light weight, specific strength, high corrosion-resistance, biocompatibility, and non-magnetic properties. They are widely used to make medical materials and sports equipment.

## Aircraft



Parts for Automobile and Industrial Equipment

### Aircraft Engine Shafts

Aircraft engine shafts must be extremely strong, tough, and heat-resistant. Our shafts contribute to extending aircraft cruising ranges and making more efficient use of fuel. They have been certified for use by the world's major aircraft engine manufacturers.



## Automobiles



High-performance Materials and Magnetic Materials

### Welding Materials

Our welding materials are widely used for welding operations in various industries, including the manufacture of automobiles, industrial machinery, construction equipment, and heavy electricity machinery. These materials are available in a spectrum of compositions, ranging from, soft steel, stainless steel, titanium, to nickel-based alloys, all tailored to align with the specific requirements of each industry.



High-performance Materials and Magnetic Materials

### Soft Magnetic Materials for Reactors

Our soft magnetic powder is used in in-vehicle reactor cores. Our high-purity gas atomized soft magnet powder is ideal for manufacturing low core-loss powder magnetic cores.

The Reactor Core is a product of Fine Sinter Co., Ltd.



High-performance Materials and Magnetic Materials

### Magnets and Magnetic Materials

Magnets and magnetic powder and compounds with unique features, such as corrosion resistance, varied magnetic properties and degrees of thermal stability, are tailored to specific applications and are available for use in a number of fields. These include automotive uses, where motor miniaturization and improvement in performance are moving along rapidly, and the uses for energy-saving home appliances.

Magnets are provided by Daido Electronics Co., Ltd.



Specialty Steel

### Gear Steel

Gear steel, which is both very strong and extremely durable, is used to make the reduction gears for automotive e-Axles, among other types. This allows the e-Axles to be smaller and lighter. Also, this steel contributes to lowering impact on the environment, including reducing CO<sub>2</sub> emissions.



Specialty Steel

### Tool Steel and Steel for Molds

These are strong, high-value-added specialty steel materials utilized to make molds, which are indispensable for manufacturing processes. They are suitable for a range of manufacturing techniques, including hot forging, die casting, cold working, and plastic molding.

[Photo] Mold for manufacturing light guides  
Courtesy of Shibaura Machine Co., Ltd.



Parts for Automobile and Industrial Equipment

### Forgings for Transmission Gears

The transmission conveys the power from the engine to the wheels. Transmission gears are required to have excellent wear-resistance and impact-strength.

## Ships



Parts for Automobile and Industrial Equipment

### Diesel Engine Exhaust Valves for Ships

The design of ships' diesel engine exhaust valves requires the individual parts to have different structural characteristics: reliable wear resistance externally and high temperature tolerance internally.

## Railways



Specialty Steel

### Bearing Steel

This specialty steel material is used in bearings that are absolutely indispensable components of the rotating parts of machinery. It must be very strong, hard, and wear-resistant, and have a high level of cleanliness.

## Engineering



Engineering

### STARQ® Electric Arc Furnaces with Rotating Devices

STARQ® is equipped with our proprietary scrap melting technology. The furnace body is rotated to swap the hot and cold spots in the furnace physically, so the scrap will melt uniformly within the chamber. This contributes to energy conservation by reducing heat loss and shortening the power-on time.



Engineering

### Premium STC® Furnace (Heat Treatment Furnace)

The premium STC® furnace is capable of heat-treating various types of automotive bolt and shaft materials in small batches. Since their initial release in 1980, the STC furnace series has continued to evolve, as we pursue further energy conservation and lower running costs. At the same time the consumption of gas as fuel, N<sub>2</sub> gas consumption, and CO<sub>2</sub> emissions are reduced.



Engineering

### The "SyncroTherm®" Slim Batch Vacuum Carburizing Furnace

Heat treatment using the vacuum carburizing method delivers high strength and light weight to automotive parts. The SyncroTherm® slim batch vacuum carburizing furnace enables small-lot production, because batch size is reduced to less than one-tenth of that of conventional carburizing furnaces, allowing heat treatment of only the required amount at the necessary time, and thus contributing to a significant reduction in works-in-process.



Engineering

### Sewage Sludge Carbonization Furnace

Sewage sludge is generated during the sewage treatment process. This furnace thermally breaks down (carbonizes) sewage sludge in a low-oxygen environment and recycles it as a carbonized product. Our carbonization furnace is a self-combustion type, using the thermal energy of the sludge itself, thereby maximizing the use of what would otherwise be waste heat. Therefore, it reduces fuel consumption and greenhouse gas emissions.

# The important things we must protect and pass on to the future

Safety and Quality

In fulfilling our mission as a specialty steel manufacturer, we must never forget our commitment to the safety of our employees and the quality of our products. We continue in our incessant effort to achieve further growth and a better future for all by preserving and building upon our accumulated technology, extending our knowledge, and living up to our manufacturing spirit, while we ensure the safety of our employees and the quality of our products.



## Safety Awareness Training:

Our training classes raise the awareness level of each and every employee

For a company involved in manufacturing, maintaining workplace safety is the most important thing of all. Daido Steel is passionate about ensuring the safety of our employees. We believe that safety and health are the foundation of happiness, that there can be no production without a strict awareness of the importance of safety, and that safety comes “first, last and always” in manufacturing. That’s why we offer “Safety Awareness Training” classes, which provide invaluable education. We also hold “Hazard Prediction Training” classes to help employees develop the ability to recognize potential dangers. And we’re constantly looking for ways to improve our employees’ sensitivity to safety issues.



Safety Awareness Training Classes & Hazard Prediction Training Classes to improve safety awareness

## Our efforts to improve quality:

Initiatives to deliver reliable products to customers

Daido Steel continues to strengthen its manufacturing capabilities, to ensure that quality keeps being built into the product on the factory floor. Creating products that continue to satisfy our customers is the foundation of our business. Our commitment to quality is also evident in the enhancement of our inspection system. Many of our products are used in applications where human life is at stake, such as in the manufacture of automobile and aircraft engine parts. In order to maintain product quality through high-level inspections, we not only conduct tests and inspections in accordance with various industrial standards and our own company standards, but we also focus on improving the accuracy of our inspection equipment and the skills of our inspectors.



Durability test using a rotary bending-fatigue testing machine

## Technical Training School:

Practical training for new employees who have graduated from high school, to nurture the next generation

We believe that it is an important mission for companies to give their employees, who are becoming the strength of industry, the opportunities and knowledge they need. They will then be able to build upon and pass on their work know-how and skills to the next generation in the company. For example, the first step in our engineer education program is our Technical Training School for new employees who have graduated from high school. This 10-month-long training program covers basic skills, as well as raising awareness of the importance of both safety and quality, and cultivating a sense of mission towards manufacturing.



Hands-on training on performing the melting process



A spark test



Environmental conservation education

# Our contributions to achieving a sustainable society

A Sustainable Future

Daido Steel Group's Mission is pursuing the potential of materials, and our Purpose is contributing to society and people's wellbeing, now and in the future. As we put this management philosophy into practice, we keep our eyes forward on our company's growth, our employees' benefits and a sustainable society for all.

Learn more



## Environmental Issues

★ While tackling **environmental** issues, we place emphasis on:

Measures to suppress climate change



Promoting technological innovations involved in the energy transition



Improving energy efficiency



Efficient use of resources

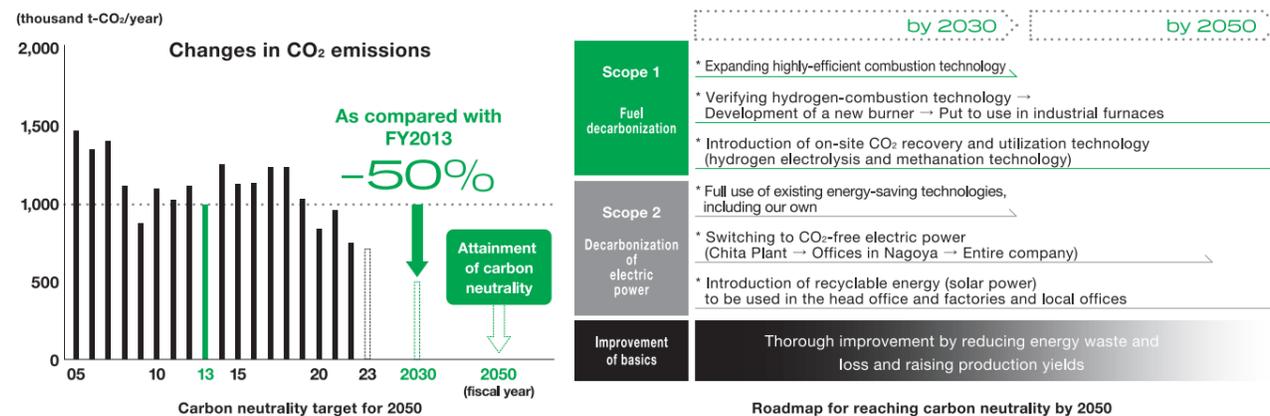


Transition to a circular economy



### ★ Daido Carbon Neutral Challenge

Among our efforts, we have set ourselves the target of reducing CO<sub>2</sub> emissions by 50% in 2030, as compared with the 2013 level. Under the "Daido Carbon Neutral Challenge," our aim is to achieve carbon neutrality by 2050.



### ★ Contributing to reducing human CO<sub>2</sub> emissions

We help our customers reduce their CO<sub>2</sub> footprint. Our industrial furnaces incorporate innovative energy-saving technologies based on engineering design and steelmaking technical know-how created by our Machinery and Manufacturing Divisions.

Examples of our steelmaking equipment that contribute to energy conservation



#### STARQ® electric arc furnaces with rotating drives

STARQ® is equipped with our proprietary scrap melting technology. The furnace body is rotated to swap the hot and cold spots in the furnace physically, so the scrap will melt uniformly within the chamber. This contributes to energy conservation by reducing heat loss and shortening the power-on time.



#### Premium STC® Furnace (Heat Treatment Furnace)

The premium STC® furnace is capable of heat-treating various types of automotive bolt and shaft materials in small batches. Since their initial release in 1980, the STC furnace series has continued to evolve, as we pursue further energy conservation and lower running costs. At the same time the consumption of gas as fuel, N<sub>2</sub> gas consumption, and CO<sub>2</sub> emissions are reduced.

## Social Issues

★ While tackling **social** issues, we place emphasis on:

Developing human capital



Respecting human rights



Extending our communication with our stakeholders



Improving supply chain management



Promoting further ways to make social contributions



★ We use sports as a vehicle for contributing to youth education in local communities



We offer handball classes around the country. In 1999, we opened the Tokai Handball School in Tokai City, Aichi Prefecture, to promote handball and youth education in the local community.



The Daido Steel Badminton Club holds badminton classes at elementary and junior high schools on the Chita Peninsula. We believe that promoting children's health and community interaction through sporting activities helps children be vigorous and to desire to participate in other ways in their communities as they grow older.

★ Conserving biodiversity: "Kutcharo Natural Forest Daido"



We include "conserving biodiversity" in our basic environmental policy. This is an important way to protect the ecosystem and pass on a sustainable global environment to the next generation. On the shores of Lake Kutcharo, the northernmost lake in Japan, Daido Steel has a company-owned forest, "Kutcharo Natural Forest Daido." Nature abounds in this area, allowing this protected forest to become a paradise for wildlife. We have been overseeing this forest for over half a century, and we are working with local NPOs to conserve and restore the forest and lake, as well as to revitalize the local community. We are achieving our aim to restore the ecosystem to its natural state and to regenerate the forest so that it becomes a nursery for life in this region.

## Corporate Governance

★ While tackling **corporate governance** issues, we place emphasis on:

Enhancing our system of corporate governance



Risk management and compliance



Providing a stable supply of high-quality products

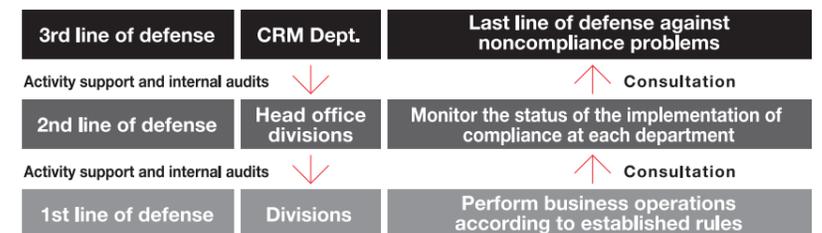


Cyber security



### ★ Three-line defense system against risks of non-compliance

We have established a 3-line model as a line of defense against non-compliance. The head office divisions constitute the second line of defense and serve as risk owners. The CRM Department forms the tertiary, and final, line of defense.



\*CRM Dept. = Corporate Risk Management Department

## The Locations of Our Plants and Offices

### Head Office

#### Head Office

Urbannet Nagoya Building, 1-10 Higashisakura 1-chome,  
Higashi-ku, Nagoya, Aichi, 461-8581, Japan  
TEL 81-52-963-7501 FAX 81-52-963-4386

#### Tokyo Head Office

Daido Shinagawa Building, 6-35 Kohnan 1-chome,  
Minato-ku, Tokyo, 108-8478, Japan  
TEL 81-3-5495-1253 FAX 81-3-5495-6733

### Branch/Sales Office

#### Osaka Branch

Kogin Building, 1-1, Koraibashi 4-chome,  
Chuo-ku, Osaka, 541-0043, Japan  
TEL 81-6-6229-6530 FAX 81-6-6202-8663

#### Fukuoka Sales Office

Kogin Building, 13-2 Tenjin 1-chome,  
Chuo-ku, Fukuoka, 810-0001, Japan  
TEL 81-92-771-4481 FAX 81-92-711-9384

### Research and Development Institutes

#### Corporate Research and Development Center

30, Daido-cho 2-chome,  
Minami-ku, Nagoya, Aichi, 457-8545, Japan  
TEL 81-52-611-9413 FAX 81-52-611-9004

#### Nakatsugawa Advanced Magnetic Materials Development Center

1417-26, Sendanbayashi,  
Nakatsugawa, Gifu, 509-9131, Japan  
TEL 81-573-89-0001 FAX 81-573-89-0010

### Manufacturing Plants

#### Chita Plant

39, Motohama-machi, Tokai, Aichi, 477-0035, Japan  
TEL 81-562-33-3101 FAX 81-562-33-1570

#### Chita Forging Plant

39, Motohama-machi, Tokai, Aichi, 477-0035, Japan  
TEL 81-562-33-7461 FAX 81-562-33-1550

#### Chita Steel Strip Plant

39, Motohama-machi, Tokai, Aichi, 477-0035, Japan  
TEL 81-562-33-7465 FAX 81-562-33-1019

#### Chita Second Plant

11-20, Kitahama-machi, Chita, Aichi, 478-0046, Japan  
TEL 81-562-40-9101 FAX 81-562-40-9102

#### Hoshizaki Plant

30, Daido-cho 2-chome,  
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TEL 81-52-611-2512 FAX 81-52-614-2492

#### Shibukawa Plant

500, Ishihara, Shibukawa, Gunma, 377-0007, Japan  
TEL 81-279-25-2000 FAX 81-279-25-2040

#### Metal Powder Plant

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#### Kimitsu Plant

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(Located within the East Nippon Works Kimitsu,  
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TEL 81-439-52-1541 FAX 81-439-54-1280

#### Oji Plant

9-3, Kamiya 3-chome,  
Kita-ku, Tokyo, 115-0043, Japan  
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#### Takiharuru Techno Center

9, Takiharuru-cho,  
Minami-ku, Nagoya, Aichi, 457-8712, Japan  
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Nakatsugawa, Gifu, 509-9132, Japan  
TEL 81-573-68-6171 FAX 81-573-68-6188

#### Tsukiji Techno Center

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