

# Management Philosophy

The Toho Titanium Group pursues the infinite possibility of titanium and related technologies, and contributes to building a sustainable society by continuously supplying excellent products and services.

## Fundamental Code of Conduct

To put our Management Philosophy into practice, we adhere to the following three Fundamental Policies.

1. We give the highest priority to safety and compliance and operate a healthy and fair business.
2. We practice innovation and creativity to achieve continuous growth for our employees and organization.
3. We enhance communication with all stakeholders including customers, local communities, and shareholders, to develop relationships of mutual trust and symbiosis.

## Editorial Policy

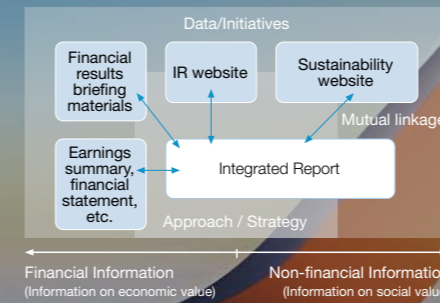
### Readership

This Integrated Report has been compiled with the following stakeholders in mind: shareholders and investors, customers, business partners, employees and their families, students and job applicants, and members of local communities and society.

### Our Stance on Information Disclosure

This Integrated Report emphasizes the Toho Titanium Group's approach to and strategy for value creation in the form of stories, and is positioned as a communication tool to help our stakeholders understand our growth potential and our contribution to a sustainable society.

For detailed performance information and ESG-related data, please refer to the latest information on the "Investor Relations" and "Sustainability" pages of our website, as well as the Integrated Report.



### Period Covered

In general, this Integrated Report includes the results for FY2022 (April 1, 2022 to March 31, 2023). However, some information regarding past initiatives, as well as some information for FY2023 are also included, as necessary. The figures for FY2023 (forecast) in the table and graph are included in the external announcement made on May 8, 2023.

### Scope of Coverage

In principle, all domestic and overseas business sites of the Toho Titanium Group are covered.  
 Toho Titanium Co., Ltd.: Headquarters, Chigasaki Plant, Hitachi Plant, Kurobe Plant, Wakamatsu Plant, and Yahata Plant  
 Group Companies: Toho Technical Service Co., Ltd.  
 Toho Material Co., Ltd.  
 Toho Titanium Europe Co., Ltd. (UK)  
 Toho Titanium America Co., Ltd. (US)

### Future Outlook

The information published in this Integrated Report may include the company's future strategies, forecasts, and opinions. However, please be aware that actual results may differ from these forecasts due to external factors such as various environmental changes at the time.

### Note:

Disclosure Policy and Disclaimer

[www.toho-titanium.co.jp/en/ir/disclosure/](http://www.toho-titanium.co.jp/en/ir/disclosure/)

## Process of Deepening Dialogue Using Integrated Reports

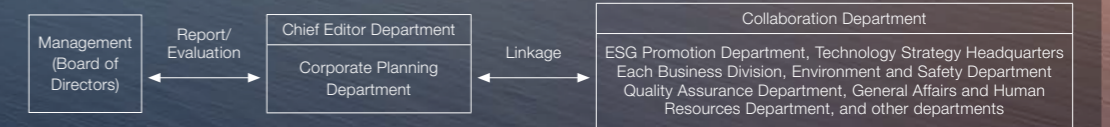
Through this report, we will enhance our dialogue with stakeholders and continue to discuss how our Group should disclose information in order to improve our corporate value.

**1) Establishing the purpose of this publication** · In preparing the Integrated Report 2023, we endeavored to provide more comprehensive information about how our company creates value, the business environment in which we operate, and our initiatives.

**2) Reference to guidelines** · IFRS Foundation "International Integrated Reporting Framework"  
 · Ministry of Economy, Trade and Industry "Guidance for Collaborative Value Creation"

· The Corporate Planning Department was in charge of publication development. The report was edited by the ESG Promotion Department, Technology Strategy Headquarters, each Business Division, Environment and Safety Department, Quality Assurance Department, General Affairs and Human Resources Department, and other related departments.  
 · It was produced with the corporate management's commitment while under the supervision and evaluation of the board of directors.

### 3) Editorial system



### 4) Dialogue with stakeholders

· When communicating with shareholders and investors, we will augment the content of our dialogue by using this report in conjunction with briefing sessions and IR interviews.  
 · We will use the opinions we receive from our stakeholders as internal feedback and use them for improving management.  
 · We place great importance on dialogue with our employees and strive to improve the accuracy of the contents of the report.

## INTRODUCTION

01 Management Philosophy / Editorial Policy

## VISION

03 Message from the President and Representative Director

## VALUE

09 The Toho Titanium Value Creation Process  
 11 Accelerating Value Creation Toho Titanium's Management Resources

## STRATEGY

13 Rebuilding "Vision for 2030" Beyond Expectations! "BE2030"  
 15 FY2023-2025 Medium-term Management Plan  
 17 Titanium-related Technologies  
 23 Special Feature Social Value Created by Toho Titanium's Technological Capabilities Achieving a Carbon-neutral Society with the Power of WEBTi Materials  
 25 Technologies that Contribute to Sustainability

## FOUNDATION

29 Promotion of ESG Management  
 31 Stakeholder Engagement  
 33 E: Environment  
 37 S: Society  
 42 G: Governance

## DATA

45 Key Consolidated Financial and Non-Financial Summary  
 47 Corporate Information