

## 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 Policies

To put our Management Philosophy into practice, we adhere to the following 3 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.

# How to move towards BE2030?

page  
9

## Promote a shift to quality-oriented management

Our Group has a corporate culture of taking on new challenges, and strives to raise the bar as a group of people working toward the Vision. In the next Medium-term Management Plan, we will consider shifting to policies that emphasize quality over quantity.

## Increase corporate value by improving capital efficiency and enhancing human capital

As part of our financial strategy, we aim to improve the quality of our businesses by focusing on capital efficiency to realize the Vision. In terms of human resources, we will cultivate individuals who passionately pursue both their own growth and the company's growth.

page  
14

## Create next-generation new businesses at an early stage

We will accelerate R & D in the short term and train researchers in the medium to long term to realize the early creation of new businesses following WEBTi® and high-purity chloride.

## Business Overview

- 1 Vision for 2030
- 3 Management Philosophy/Editorial Policy
- 5 Business Domain and Business Structure
- 7 Progress of the Medium-term Management Plan/Value Provided

## Value Creation Activities

- 9 Message from the President and Representative Director
- 14 Financial Strategy/Human Resources Strategy
- 17 Story of Value Creation to Realize the Vision
- 19 Status and Growth Strategy of Each Division

## Sustainable Management Foundation

- 27 Promoting Management Strategies from an ESG Perspective
- 29 E: Contribution to Global Environmental Conservation
- 33 S: Contribution to Society/Creation of an Attractive Workplace
- 39 G: Strengthening the Management Foundation
- 40 Roundtable Discussion of Outside Directors

## Management Information

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

## Editorial Policy

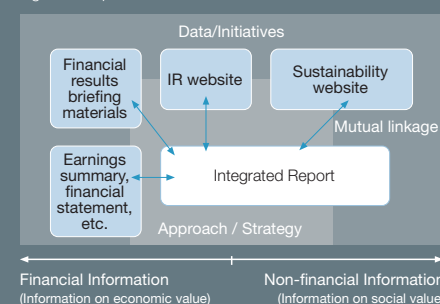
### Readership

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 FY2024 (April 1, 2024 to March 31, 2025). However, some information regarding past initiatives, as well as some information for FY2025 are also included, as necessary. The figures for FY2025 (forecast) in the table and graph are included in the external announcement made on May 8, 2025.

### 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 Material Co., Ltd.  
Toho Titanium America Co., Ltd. (US)  
Toho Technical Service Co., Ltd.

### 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 2025, 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"
- 3) Editorial system**
  - The report was compiled by the Corporate Planning Department with the cooperation of the ESG Promotion Department, Technology Strategy Headquarters, each Business Division, Environment & Safety Department, Quality Assurance Department, General Administration & 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.

```
graph LR; MD[Management Board of Directors] --> RE[Report/Evaluation]; RE --> CED[Chief Editor Department]; RE --> CPD[Corporate Planning Department]; CED <--> CPD; CPD --> CD[Collaboration Department]; subgraph CD_Box [Collaboration Department]; ESG[ESG Promotion Department, Technology Strategy Headquarters, Each Business Division, Environment & Safety Department, Quality Assurance Department, General Affairs and Human Resources Department, and other departments]; end
```
- 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.