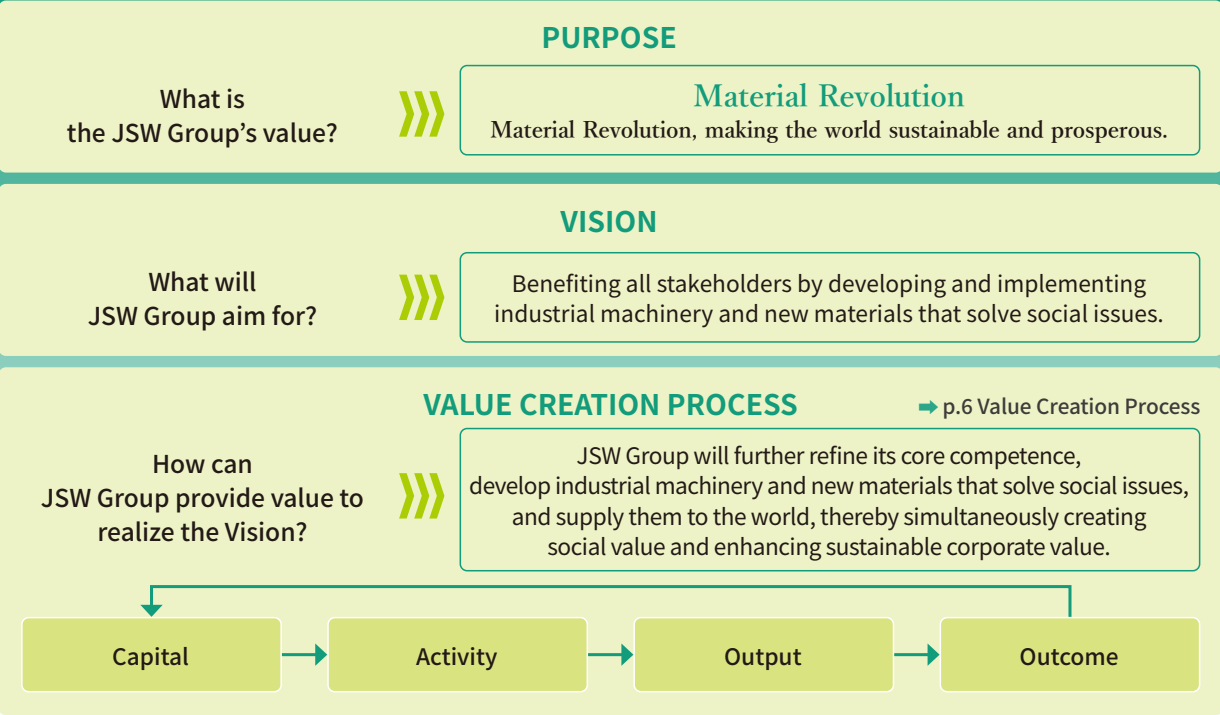


# Positioning of the JSW Group Philosophy System, starting with the Purpose and the Guiding Principles for Action



## An Organizational Culture That Ensures the Value Creation Process Functions Effectively and Smoothly

JSW Group Five Guiding Principles for Action

Put everything into words and listen carefully to those words

Let's create a workplace where all employees, regardless of organizational boundaries, feel free to share their opinions. Each of your knowledge and experiences is the foundation of our work. The discomfort or confusion you feel is an opportunity for insight. Ideas and feedback will help expand our choices and possibilities.

Try one thing, start by taking action

Let's create a workplace where each individual takes initiative and acts proactively. Thinking about things in advance doesn't guarantee success. Let's have the courage to take that first step and think as we move forward. Every step you take will help drive the company forward.

Learn from failures and keep growing

Let's aim to create a workplace that values failure as a source of growth. Success is not about avoiding failure; it's about getting back up, no matter how many times you fall, learning from it, growing, and continuing to challenge yourself without giving up. Let's view failures that lead to learning as opportunities for growth.

Face challenges with sincerity and build trust

Let's strive to be a person others can trust. The trust each individual builds will ripple from person to workplace, from workplace to company, ultimately enhancing the value we bring to society. Let's choose actions that are transparent and free from deception.

Envision who you want to become

Embrace a life filled with "dreams" and living each day with purpose and fulfillment. Envision what you want to achieve and who you want to become, whether in your work, personal life, in the near future, or long term. Take positive steps toward realizing that vision.

JSW Group Company Commitments

Toward sustainable growth,

we will support your development and continue to grow together.

Toward creating innovation,

we highly value those who challenge themselves, and the organization will support the failures that come with those challenges.

Toward creating a better workplace environment,

we will continue to create opportunities where everyone is respected and can freely share their opinions.

Ensure psychological safety

\* "Material Revolution" is a Japanese registered trademark of The Japan Steel Works, Ltd. (Japanese Trademark Registration Number 6650455).

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### Editorial Policy

Since fiscal 2021, The Japan Steel Works, Ltd. has been publishing an integrated report to inform all stakeholders, including shareholders and investors, of its initiatives for sustainably creating social value and enhancing medium-to-long-term corporate value.

We hope that this report provides readers with deeper insight into JSW Group from both financial and non-financial perspectives.

### Reporting Period

April 1, 2024–March 31, 2025 ("Fiscal 2024" or "FY2024")

Note: Certain activities and information are included from outside this reporting period.

### Reporting Scope

The Japan Steel Works, Ltd. and Group companies

Note: Throughout this report, "JSW" or "the Company" refer to information relating to The Japan Steel Works, Ltd. and "JSW Group" or "the Group" refer to information relating to The Japan Steel Works, Ltd. and its consolidated subsidiaries.

### Referenced Guidelines

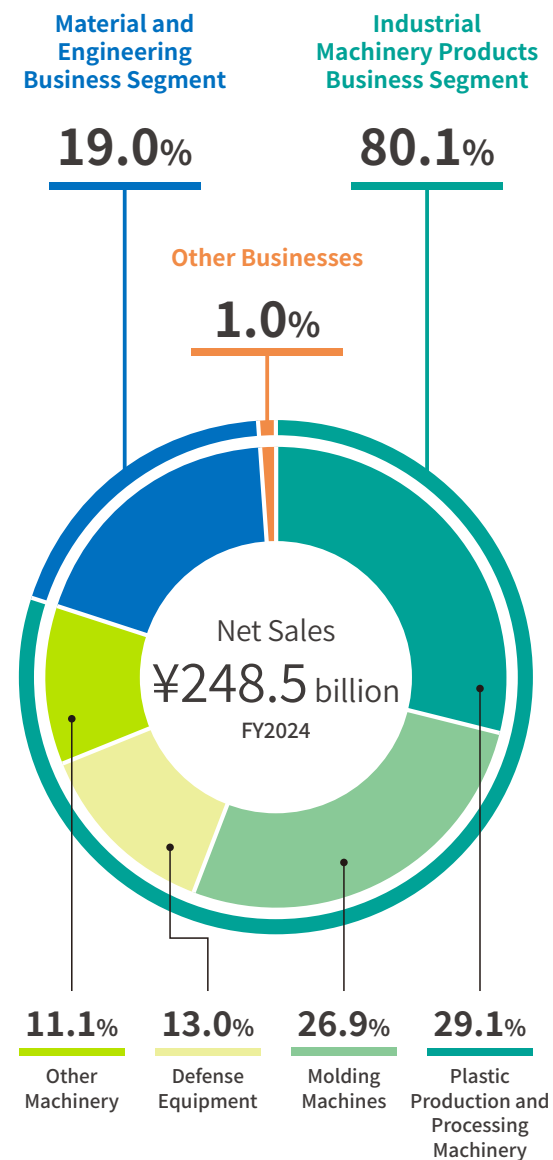
- International Integrated Reporting Framework, IFRS Foundation
- Guidance for Collaborative Value Creation 2.0, Japan's Ministry of Economy, Trade and Industry
- Environmental Reporting Guidelines 2018, Japan's Ministry of the Environment
- GRI Sustainability Reporting Standards, Global Reporting Initiative

### Note on Forward-Looking Statements

The performance forecasts included in this report are judgments based on the information that was available to JSW at the time the report was prepared and are subject to underlying risks and uncertainties. Actual results may differ significantly from these forecasts due to a variety of factors.



# At a Glance



\* Figures are rounded and may not total precisely 100%.

## Industrial Machinery Products Business Segment

Our Industrial Machinery Products Business Segment comprises four sub-segments: (1) Plastic Production and Processing Machinery, (2) Molding Machines, (3) Defense Equipment, and (4) Other Machinery (miscellaneous equipment related to, for example, electronic devices or infrastructure), and operates from three bases: the Hiroshima Plant, the Yokohama Plant, and the Meiki Plant.

With a lineup of plastic production and processing machinery, and plastic injection molding machines for a variety of applications, we offer many products that command a high market share worldwide, such as large pelletizers that process plastic raw materials into pellets. In this segment, which accounts for approximately 80% of JSW Group's net sales, we are working to further expand the scale of our business, especially in the mainstay plastic processing machinery market, by realizing a plastic-resource-recycling society and contributing to a low-carbon and super-smart society.

### Business Segments / Production Bases

### Markets

Plastics

Mobility

### Products



Pelletizers



Film and sheet production systems



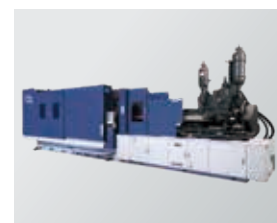
Twin-screw extruders (TEX)



Injection molding machines



Injection molding machines (Special-purpose machines)



Magnesium injection molding machines



Hiroshima Plant



Yokohama Plant



Meiki Plant

Electronic Devices

Defense



Excimer laser annealing (ELA) systems



Vacuum laminators



ECR deposition systems



Defense equipment (Maritime)



Defense equipment (Ground)

\* TEX is a Japanese registered trademark of The Japan Steel Works, Ltd.

## Material and Engineering Business Segment

## Other Businesses

Our Material and Engineering Business Segment comprises two sub-segments: (1) Material Products and (2) Engineering Services, and is operated by Japan Steel Works M&E, Inc. (Muroran Plant), which was established as an operating subsidiary in April 2020.



Japan Steel Works M&E, Inc. (Muroran Plant)

In steel forgings, we are either the world's only manufacturer or have a high market share for products such as forgings for nuclear power generation equipment, large rotor shafts for power plants, and large components for offshore wind power generation construction. Perceiving the shift toward decarbonization as an opportunity, we are working to further strengthen our business structure. We are working to achieve profitability in photonics, one of our other business fields, in which we supply materials for semiconductors and optical devices such as synthetic quartz, lithium niobate (LN), and gallium nitride (GaN).

Power Generation Equipment

Renewable Energy

Infrastructure

Photonics



Forgings for nuclear power generation equipment



Rotor shafts for power plants



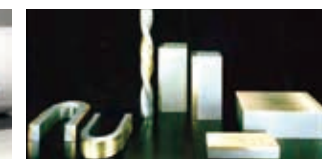
Rotor shafts for high-efficiency natural gas power generation



Large components for offshore wind power generation construction



Steel pressure vessels for hydrogen storage



Clad steel plates



Steel rolls for steel mills



Gallium nitride (GaN) crystal materials

## External Evaluations (as of the end of August, 2025)



CDP (climate change B, water security B-)



FTSE Blossom Japan Sector Relative Index

FTSE Blossom Japan Sector Relative Index



S&P/JPX Carbon Efficient Index



SOMPO Sustainability Index



DX Certification (METI Digital Transformation Certification)



Kurumin Certification (MHLW Childcare Support Certification)