

Introduction

Nippon Steel Group's Values

Value Creation Process

Six Types of Capital

Value Creation Process

Inputs

Manufacturing capital

Mother mills in Japan that cultivate high levels of technology
Overseas production bases that capture growth



Natural capital

Efficient use of resources and energy



Intellectual capital

R&D resources boasting of the world's largest scale



Human capital

Human resources development and diversity & inclusion



Financial capital

Robust financial base



Social capital

Relationship of trust and cooperation with communities and customers



Business Activities

Domestic steel business

Efficient, integrated high-grade steel production under the large blast furnace and coastal integrated steelworks model

Overseas steel business

A global production system in "regions poised for demand growth" and in "segments where our technological and production capabilities can be utilized," based on the strengths we cultivated at our mother mills in Japan

Raw materials business

Transition from raw materials interests for stable procurement to our "business"

Other group companies

Contribution to value enhancement by supporting the domestic steel business from upstream to downstream of the value chain. Incorporating distribution into our own business domain

Three non-steel segments

Companies derived from steelmaking business generate synergies and realize top-class profitability in their respective fields

R&D activities

Strategic R&D aimed at sustainable growth of the Nippon Steel Group

Intellectual property activities

Positioned as one of the important factors for obtaining business revenue now and in the future

Digital transformation strategies

Innovative evolution of manufacturing capabilities and strengthening of customer responsiveness

Realizing a carbon neutral steel production process

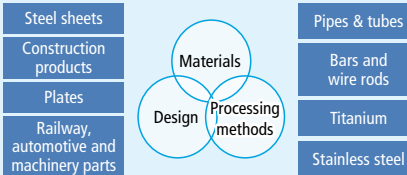
- Development of decarbonization technologies through a multi-track approach
- Securing decarbonized energy and raw materials

GX Steel market creation

- Promotion and standardization of GX Steel
- Ensured predictability of investment returns

Outputs

Wealth of steel products and solution proposals for diverse applications



Automobiles, shipbuilding, energy, household appliances, containers, industrial machinery, civil engineering, construction

Products using by-products

- Steel slag products, coal chemical products

Minimal emissions

- A 99% recycling rate of by-products
- Atmosphere, water, and soil contamination risk management

Non-steel business products and services

- Environment and energy, urban infrastructure
- Chemicals, functional materials, composite materials
- IT consulting, DX promotion, IT solutions, modernization

Carbon Neutral Vision 2050



Outcomes

Contribution to SDGs in society



Sustainable corporate value enhancement and profit distribution

- Securing sustainable profit
- Profit distribution
- Investment for further growth
- Enhancement of corporate value

Creation of economic value

Creation of social value

- Employment and regional revitalization
- Safe and reliable daily life
- Energy conservation, reduction of environmental burdens, environmental preservation, creation of a recycling-oriented society
- Disaster prevention and reduction, National Resilience
- Building infrastructure in emerging countries and rebuilding in developed countries
- Products and technological solutions in growth areas
- Education for employees and communities

2050
Realization of
a carbon neutral society



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