

Corporate data

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DAIDO STEEL GROUP INTEGRATED REPORT 2025

Ten-year financial summary

Note: The Daido Steel Group has transitioned to International Financial Reporting Standards (IFRS) from the fiscal year ended March 2024, replacing the previous Japanese generally accepted accounting principles (J-GAAP). J-GAAP/IFRS are used where two expense items are listed.

Years ended March 31	J-GAAP								(Millions of yen)	
	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Net sales/Revenue	460,577	445,122	505,219	543,255	490,421	412,722	529,667	578,564	578,564	574,945
Operating income	24,432	25,513	36,218	33,815	24,768	10,070	36,982	46,986	42,250	39,408
Profit attributable to owners of parent /Profit attributable to proprietors of parent	6,746	16,386	23,920	21,182	10,987	4,516	26,894	36,438	30,555	28,314
R&D expenses	5,766	6,205	5,419	5,638	6,002	4,722	5,785	6,255	6,567	6,596
Capital investment (plan)	28,300	32,800	38,600	37,200	25,300	12,500	25,500	34,900	36,910	46,858
Depreciation	22,454	23,275	20,740	23,171	24,662	25,912	26,797	26,054	29,764	30,265
Total assets	535,675	574,169	642,021	650,697	625,899	665,506	728,187	773,851	788,734	782,974
Equity /Equity attributable to owners of the parent	232,832	259,851	284,435	285,508	273,561	303,143	329,713	368,718	418,562	429,278
Net assets/Total equity	268,345	290,501	316,409	318,140	309,136	339,353	365,004	405,479	457,313	469,144
Interest-bearing debt	136,114	142,599	160,352	174,998	193,881	198,812	229,090	236,761	176,235	176,848
Cash flows from operating activities	45,731	28,390	31,043	28,114	41,033	33,766	(16,684)	22,634	50,239	53,516
Cash flows from investing activities	(23,164)	(26,449)	(30,215)	(33,707)	(39,326)	(29,395)	(14,568)	(20,084)	13,618	(15,586)
Cash flows from financing activities	(20,164)	(1,843)	5,477	5,589	10,526	2,999	19,402	(2,668)	(76,484)	(22,715)
Net assets per share/Equity attributable to owners of the parent per share	545	609	6,672* ¹	6,697	6,417	7,111	7,735	8,650	1,964	2,086
Earnings per share /Basic earnings per share (yen)	16	39	561* ¹	497	258	106	631	855	143	135
Equity ratio/Ratio of equity attributable to owners of parent to total assets (%)	43.5	45.3	44.3	43.9	43.7	45.6	45.3	47.6	53.1	54.8
Return on sales (ROS) (%) /Ratio of operating income to revenue (%)	5.3	5.7	7.2	6.2	5.1	2.4	7.0	8.1	7.3	6.9
Return on assets (ROA) (%) /Ratio of profit before tax to total assets (%)	4.5	4.8	5.9	5.3	3.8	2.0	5.6	6.4	5.8	5.4
Return on equity (ROE) (%) /Return on equity attributable to owners of parent (%)	2.8	6.7	8.8	7.4	3.9	1.6	8.5	10.4	7.9	6.7
Cash dividends applicable to the year per share (yen)	7.5	10.0	Interim 6.0	130.0	70.0	35.0	180.0	230.0	46* ²	47.0
Year-end 60.0* ¹										

DAIDO STEEL GROUP INTEGRATED REPORT 2025

(Millions of yen)

Years ended March 31	J-GAAP								IFRS	
	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
<Net sales by segment>										
Specialty steel	254,150	228,963	254,808	278,924	241,462	198,218	267,310	290,458	283,262	280,778
High-performance materials and magnetic materials	172,786	163,495	186,809	202,357	181,038	161,254	212,319	237,373	220,077	219,791
Parts for automobile and industrial equipment	131,078	120,331	130,807	137,839	120,933	100,355	120,980	135,891	139,234	146,963
Engineering	28,609	25,587	26,974	29,340	27,492	21,259	18,644	19,556	23,614	24,653
Trading and Service	19,612	24,047	25,612	25,962	31,529	28,954	38,872	41,104	47,042	46,898
(Elimination of intercompany sales)	(145,659)	(117,304)	(119,793)	(131,168)	(112,033)	(97,320)	(128,459)	(145,819)	(134,666)	(144,139)
<Operating income by segment>										
Specialty steel	7,560	5,813	6,478	5,998	5,148	(2,632)	3,827	9,771	13,724	12,088
High-performance materials and magnetic materials	12,331	17,416	22,195	20,694	13,638	12,172	26,650	24,286	10,275	11,028
Parts for automobile and industrial equipment	1,298	(516)	3,070	2,308	430	(2,109)	4,979	8,217	5,719	11,337
Engineering	2,071	1,218	1,835	2,291	2,960	858	(1,277)	1,425	2,136	2,201
Trading and Service	1,173	1,583	2,686	2,527	2,581	1,786	2,834	3,293	10,369	2,770
(Elimination of intercompany profit or loss)	(2)	(2)	(48)	(5)	9	(4)	(31)	(8)	26	(17)

*1 A one-for-ten reverse stock split of common shares was conducted on October 1, 2017.

*2 Specified using standard after the stock split that was conducted on January 1st, 2024.

Non-financial data summary

Environmental data

	FY2020	FY2021	FY2022	FY2023	FY2024
CO ₂ emissions: From energy (1,000 t-CO ₂ /year)	917	1,004	824	820	698
CO ₂ emissions factor: From energy (kg-CO ₂ /ton-steel production)	712	598	598	582	528
SOx emissions (SO ₂ equivalent) (tons/year)	3	6	6	8	9
NOx emissions (NO ₂ equivalent) (tons/year)	285	284	290	282	284
Total fresh water consumption (10,000 m ³) ^{*1}	2,181	2,285	2,423	2,482	2,442
Total waste water (10,000 m ³) ^{*1}	2,514	2,351	2,545	2,586	2,580
By-product recycling rate (%)	83.9	81.8	79.7	80.1	76.9
Amount of capital invested in environmental protection annually (billions of yen)	2.2	2.4	1.9	3.0	1.6
Amount of capital invested in environmental protection (billions of yen)	98.3	100.7	102.6	105.6	107.2
Note: Cumulative total from 1977					

Social data

	FY2020	FY2021	FY2022	FY2023	FY2024
Number of employees (consolidated) (persons)	13,109	12,605	12,422	11,941	12,054
Number of employees (persons)	3,433	3,332	3,283	3,273	3,347
Male (persons)	3,100	3,004	2,959	2,938	2,994
Female (persons)	333	328	324	335	353
Ratio of women in management (%)	2.1	1.9	2.2	2.5	2.7
Ratio of female next-generation management (associate senior staff) (%)	12.4	12.6	10.1	9.6	11.1
10-year retention rate of female global staff (%)	33.3	85.7	88.9	88.9	85.7
Ratio of disabled employees (%)	2.33	2.76	2.97	2.94	2.99
Childcare leave utilization ratio: Male (%)	5.6	16.8	28.1	36.4	45.1
Childcare leave utilization ratio: Female (%)	100	100	100	100	100
Training time per person (hours)	39.7	28.2	34.0	37.8	37.0
Training time per person (thousands of yen)	18	37	52	64	66
Lost time injury rate Note: Cumulative total for January to December	0.33	0.60	0.30	0.31	0.38
Health examination incidence rate (%) ^{*2}	76.8	78.7	69.9	68.4	68.8
Mental and physical vitality index (%) ^{*3}	—	36.5	34.9	41.4	46.2
Major quality accident index Note: Index taking the actual results from FY2006 as "1"	0.14	0.20	0.14	0.34	0.25

*1 · Waste water also includes rainwater. · Up to FY2021 only shows single main plants (Chita, Hoshizaki, Shibukawa, Tsukiji)

· From FY2022, values include domestic and overseas consolidated subsidiaries and equity method affiliates (but excludes overseas sales offices).

*2 Ratio of persons receiving health checkups that had incidents *3 Percentage of persons who answered yes to the diagnostic question "Have you worked with mental and physical vitality in the most recent month?" in the health checkup

Company overview

Corporate name: Daido Steel Co., Ltd.

Founded: August 19, 1916

Incorporated: February 1, 1950

President: Tetsuya Shimizu

**Number of employees
(Non-consolidated):** 3,347 (As of March 31, 2025)

Common stock: ¥37,172,464,289

Number of issued shares: 217,243,845 (As of March 31, 2025)

Number of shareholders: 29,848 (As of March 31, 2025)

Principal banks: Mizuho Bank, Ltd., MUFG Bank, Ltd., Mitsubishi UFJ Trust and Banking Corporation

Lead managers: SMBC Nikko Securities Inc., Mizuho Securities Co., Ltd., Mitsubishi UFJ Morgan Stanley Securities Co., Ltd., Nomura Securities Co., Ltd., Daiwa Securities Co. Ltd.

Principal business partners:

<Sales> Nissan Motor Co., Ltd., Honda Motor Co., Ltd., Toyota Motor Corporation, DENSO Corporation, Mitsubishi Heavy Industries, Ltd., IHI Corporation, Nidec Corporation

<Procurement> Chubu Electric Power Co., Inc., TOHO GAS Co., Ltd., Obayashi Corporation, Sumitomo Metal Mining Co., Ltd., MM&KENZAI Corporation, HANWA Co., Ltd.

Principal shareholders

Name of shareholder	Investment in the Company	
	Number of shares held (thousands of shares)	Investment ratio (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	20,284	9.83
Custody Bank of Japan, Ltd. (Trust Account)	13,572	6.57
NIPPON STEEL CORPORATION	10,862	5.26
Meiji Yasuda Life Insurance Company	10,379	5.03
Mizuho Bank, Ltd.	7,886	3.82
NHK SPRING CO., LTD.	7,248	3.51
MUFG Bank, Ltd.	6,071	2.94
Honda Motor Co., Ltd.	4,568	2.21
Toyota Motor Corporation	4,345	2.10
Nippon Steel Kowa Real Estate Co., Ltd.	3,747	1.81

Note: Excluding treasury stock