



April 1, 2026

Nippon Light Metal Holdings Co., Ltd.

**Message from Newly Appointed CEO Shuichi Asakuno**

GO ANZEN NI\*<sup>1</sup> and GO KENKO NI\*<sup>2</sup>.

As I assume the role of President and CEO of the Nippon Light Metal Holdings Co., Ltd. and Nippon Light Metal Co., Ltd., I am keenly aware of the profound responsibility entrusted to me. I would like to reaffirm my sincere appreciation to all employees, whose dedication has supported the company over the years, and I have renewed my commitment to devoting every effort to meeting the expectations placed upon me.

The NLM Group has created diverse forms of value focused on aluminum, and delivered this value to society. In recent years, however, we have faced significant issues that have tested our corporate stance and culture, including the COVID-19 pandemic, the measures addressing sedimentation at the Amehata Dam, and quality problems.

Since 2023, through site manager meetings and workplace visits, I have engaged in numerous dialogues with frontline colleagues. What impressed me most were your sincere, forward-looking aspirations to make our company better—a passion that aligns perfectly with my own. Now, at this pivotal moment, as we enter a stage in which we can take on the market proactively, I have been entrusted with carrying the baton forward.

In November last year, the NLM Group announced its 2035 Vision of becoming a *Global Leading Company in Circular Value Creation*. To bring this vision to fruition, we are currently formulating our medium-term management plan for FY2026 onward. I have become firmly convinced that this vision sets forth the course the Group should pursue, and I have embraced it with unwavering resolve.

I have spent most of my career in the aluminum materials business, with a particular focus on recycling. Through these experiences, I came to appreciate firsthand, on the front lines, the true value that recycling can generate.

Global demand for recycled aluminum has been rising amid the worldwide movement toward carbon neutrality, further elevating the importance of the recycling business. Compared with producing primary aluminum ingots, remelting aluminum scrap results in just one-fortieth of the CO<sub>2</sub> emissions. This demonstrates an exceptionally high level of environmental efficiency and represents a value that lies at the core of a recycling-oriented society. In Japan, we import aluminum as a raw material, manufacture products domestically, and those products are then used in a wide range of products and exported overseas. As a result, scrap sources are increasingly dispersed overseas. In light of this, rather than attempting to close the circular loop solely within Japan, it is essential that we adopt a global perspective in our recycling efforts.

As a first step, we made a capital investment in CMR Eco Aluminium Private Limited in India last year. We are planning to import recycled billets produced from scrap collected in India, marking a solid step toward establishing a global closed-loop supply chain. By leveraging the full strength of the Group's global footprint, we will establish a global supply chain with "circulation" as our starting point. This will constitute a distinctive value unique to the NLM Group.

*Toward becoming a Global Leading Company in Circular Value Creation.*

This vision positions recycling as the core strategic pillar of the NLM Group. It defines the path for us, as an organization with diverse businesses, to evolve into a manufacturer that continuously creates new value, with "circulation" as our starting point.

What is essential to realizing this vision are our Business Conduct Guidelines—*Challenge, Connect, and Create*—and the principle of creating the future together. I will work to cultivate a culture in which employees naturally support one another, guided by the spirit of 'May I?' and 'Give it a try.' This will help create an environment that empowers people to take on challenges. I believe that individuals and organizations unafraid of failure and willing to embrace challenges will lead the transition to a recycling-oriented society. I will continue to place the utmost priority on our employees' happiness and further strengthen our efforts to cultivate an environment in which they take pride and find a sense of fulfilment in their work.

I believe each of our employees comes to work with dreams and aspirations for the future. I am confident that our 2035 Vision will serve as a guiding compass toward those dreams. I will work side by side together with all of you to ensure that this vision becomes a reality.

Please do not fear failure—take the first step forward. Without that step, no progress can be made. Your challenges and growth will strengthen the NLM Group. Together, let us foster a culture of pride and happiness within Team NLM.

Thank you.

GO ANZEN NI\*<sup>1</sup> and GO KENKO NI\*<sup>2</sup>.

\*<sup>1</sup> GO ANZEN NI: A greeting that means "To your safety!"

\*<sup>2</sup> GO KENKO NI: A greeting that expresses a wish for mutual health.

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