

Messages from Outside Directors



Yoichiro Furuse
Outside Director

Seeing Improvements in the Operational Effectiveness of Board Meetings

Having long served as an Outside Director of the company, I can assure you that the operational effectiveness of Nitto's board meetings in these few years has only improved on the back of the greater diversity of the board members. First of all, they spend sufficient time deliberating items on the agenda, in addition to hearing reports and making resolutions. No one comes to a meeting without reading handouts beforehand, being conscious of the time for presentations. This, in turn, gives us extra time to compare notes on a given agenda item. I must say that this is very "Nitto" in that emphasis is placed on good communication and vigorous discussions, and this remains intact when we meet online in the time of the COVID-19 pandemic.

If I were to pick out an area for improvement, I would say that it would be wonderful if we had opportunities to more thoroughly discuss how Nitto can create more business opportunities or what strategies should be applied to approach its markets. In the past, Nitto employees often had heated discussions on what their products could do or the future potential of the company in a small wooden Head Office building. It is most gratifying to know that this corporate culture has been firmly handed down to this day in the form of Nitto's commitment to the Global Niche Top™ strategy.



Takashi Hatchoji
Outside Director

We Should Involve All the Players in the Supply Chain to Tackle Environmental Issues

Nitto has fostered a corporate culture that encourages its employees to thoroughly discuss subjects, including environmental issues. At board meetings, we discuss how we should respond to issues, with a common perception that we should fulfill our corporate responsibility to contribute to sustainability.

Environmental concerns need to be addressed by the entire Nitto Group and its supply chain. We are working on this by establishing "material issues for sustainability," knowing that doing so is our responsibility as a company and can lead to new business opportunities. A good example of this is membrane products for treating water. Nitto's R&D team has long been working on such innovative products that we hope will generate renewed growth.

Nitto is a company that places customers first when it comes to business. As such, it will remain committed to addressing issues that involve the global environment, humankind, and society which our customers are part of. Now that customers are busy addressing this vital subject of environmental issues, I hope that Nitto will find ways to further business growth by pursuing various activities for their solution with global customers through the open innovation approach.



Tamio Fukuda
Outside Director

High Hopes for Enhanced Branding through Efforts to Address Managerial Issues

Without a doubt, we are witnessing a paradigm shift away from the era of mass production and mass consumption. No company can fulfill its corporate responsibility by merely producing and selling more. Understanding this, Nitto has taken the commendable step of establishing its "material issues for sustainability" to clearly state its stance as a responsible member of society.

I also like the way Nitto illustrates its material issues for sustainability as it clearly shows how "Co-creating value through innovation" and "Enhancing management process for co-creating value" relate to each other for the public to understand easily.

How it should go about addressing such issues poses one of the most critical challenges for Nitto's management, and I would like to see more divisions and departments get involved in this discussion with even greater verve. My role as an Outside Director is to help them to make this happen.

Addressing material issues for sustainability could be said to be a part of company branding, just as bringing about innovation is. If everyone at Nitto unites as one to work on this, I am sure that it can send a clear message to its stakeholders.

Personally, I hope that such endeavors will lead to the establishment of a globally recognizable brand, in the vein of "Nitto for XX."



Wong Lai Yong
Outside Director

Hoping to See Nurturing of Nitto Persons to Enhance Corporate Value and Contribute to Solving Environmental and Social Issues

Since my time as a graduate student, I have been working on the empowerment of global human resources. Having had the pleasure of serving as Nitto's Outside Director for about a year, I have been impressed by its open and inviting culture. I speak rather candidly about anything, and I am able to express my views on an equal footing with other members at board meetings. I have never felt that I have been treated differently in any way because I am a foreigner or a woman.

At the board meetings, I conveyed my comments on how we can ensure diversity through a human resource strategy. Nitto has my deepest respect for empowering people with diverse backgrounds to work across national borders and encouraging employees with disabilities to challenge themselves, but it still has some room for improvement.

As part of its improvement efforts, Nitto has set a long-term target of increasing the ratio of women in management, and such a proactive attitude has my full backing. Although achieving this challenging target will be no easy task, I sincerely hope that Nitto will continue to do whatever it can to resolve environmental and social issues while seeking to increase its corporate value as it strives to develop "Nitto Persons" and pursue greater diversity.

Our new Outside Director, Michitaka Sawada, is not featured here, as he was just elected on June 18, 2021.