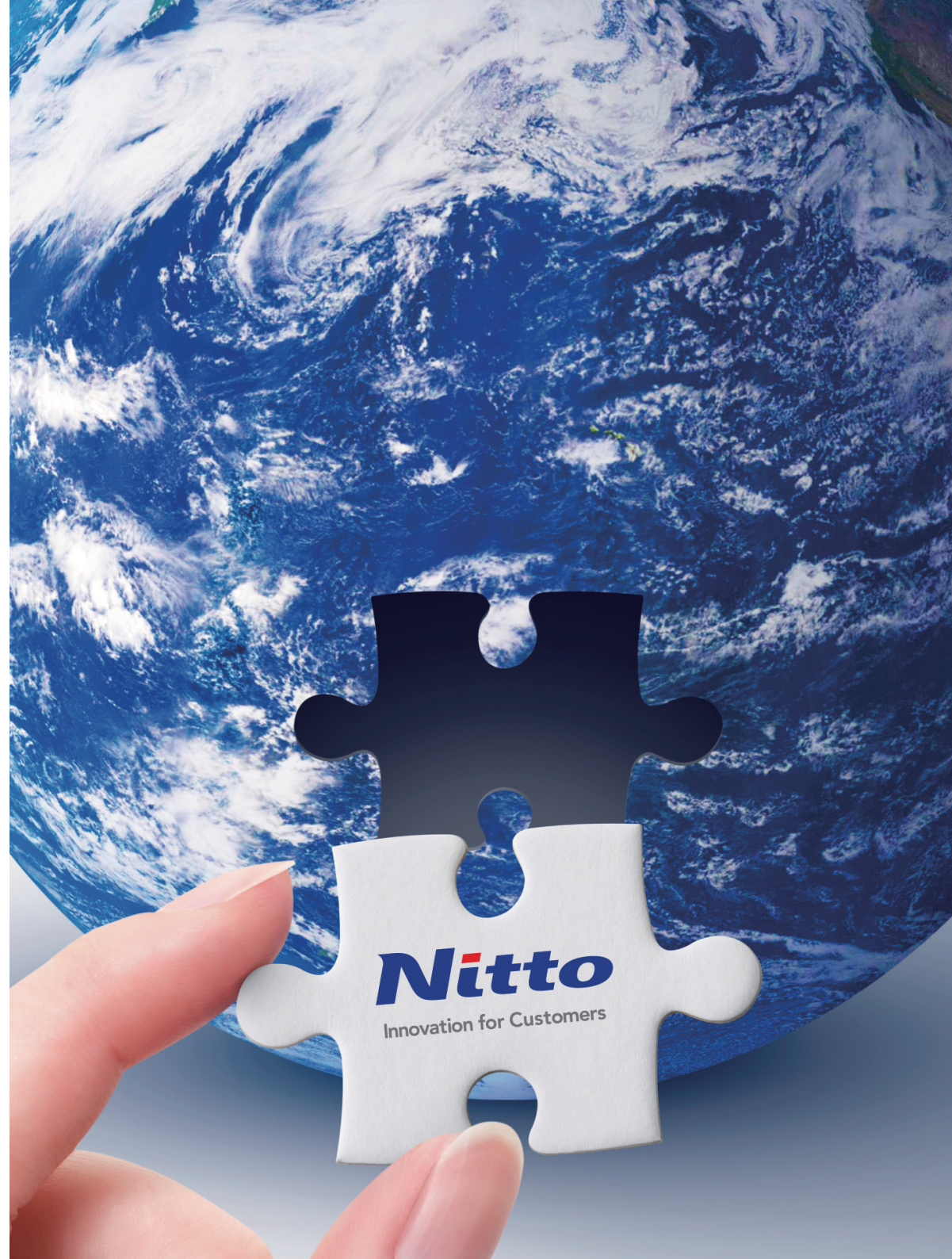




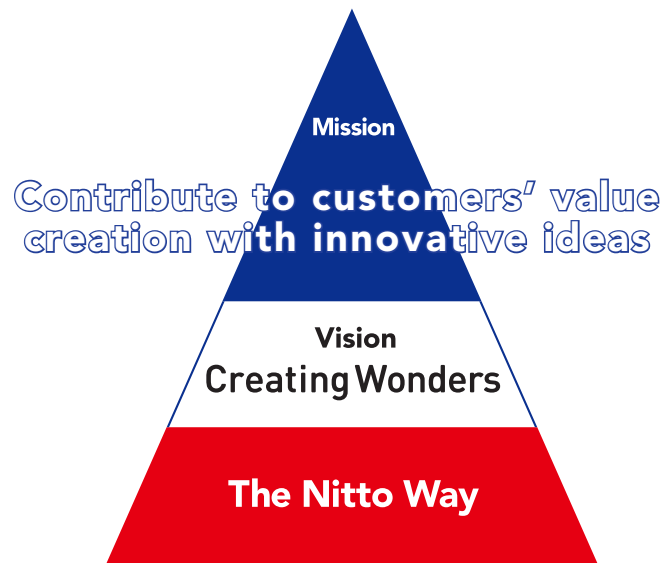
# Nitto Group Integrated Report 2024

Nitto Denko Corporation



## Corporate Philosophy

The Nitto Group's Corporate Philosophy is comprised of three elements: our corporate Mission, our Vision which aligns our way of thinking in attaining our Mission, and the Nitto Way, which is the set of values we practice.



### Mission

#### Contribute to customers' value creation with innovative ideas

We at the Nitto Group relentlessly pursue products, systems, and ideas that customers find valuable. Our Mission is to deliver safety, prosperity, comfort, and affluence not only to customers whom we contact directly but also to every stakeholder.

### Vision

#### Creating Wonders

In order to achieve our Mission to "Contribute to customers' value creation with innovative ideas" as one team, all Nitto Group employees around the world must hold the same vision, which is "Creating Wonders."

Each and every employee is challenging themselves to wonder and inspire the world; in other words, we endeavor to create wonders in our everyday work and generate the power to change the world in many different domains.

### The Nitto Way

The Nitto Way is a set of values that every Nitto employee is expected to practice to achieve Nitto's Vision for the future.

All Nitto Group employees should understand "The Nitto Way" and work vigorously, with attention to physical safety and mental well-being, to realize our "Mission" and "Vision."

#### Safety

Place safety before everything else.

#### Sustainability

Prioritize being in harmony with society and nature to realize a sustainable future.

#### Diversity & human rights

Value integrity and modesty, as well as respect the diversity and rights of all people.

#### Customer

Amaze and inspire our customers by serving the global environment, humankind, and society as our customers as well.

#### Anticipation of change

Go where the action is to refine our ability to anticipate and leverage change.

#### Challenge

Continue to take on challenges without fearing failure.

#### Sanshin Activities

Create innovation through *Sanshin* Activities.

#### Niche Top

Create Niche Top products all over the world as One-Nitto.

#### Speed and perfection

Act promptly and get things done through teamwork.

#### Corporate culture

Act according to an "open, fair, and best" approach.

#### Personal development

Transform ourselves through personal-development. Individual development leads to growth of the team.

#### Sense of ownership

Act with a sense of ownership.

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### Editing Policy

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It is with great pleasure that we publish this Integrated Report of the Nitto Group to inform our stakeholders of what we are doing to "simultaneously solve social issues and create economic value." Described in this report are the past, present, and future of the Nitto Group - how it has grown to what it is today and how we will go about co-creating value into the future - which we hope will give you an overall picture of the Group. Please refer to our corporate website for more details and relevant information. This report is available in Japanese and English and can be found on our corporate website.

### Scope

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This report covers the business activities of 93 companies including Nitto Denko Corporation and its 88 subsidiaries and 4 affiliates, as of March 31, 2024.

### Time Period

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Fiscal 2023 (April 1, 2023 – March 31, 2024)  
Some performance figures and activities from periods other than the above are also included.

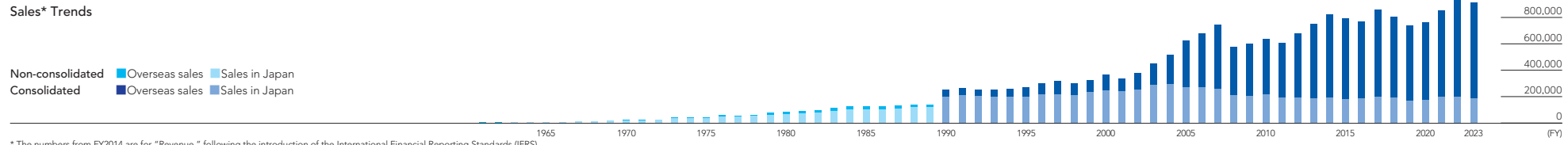
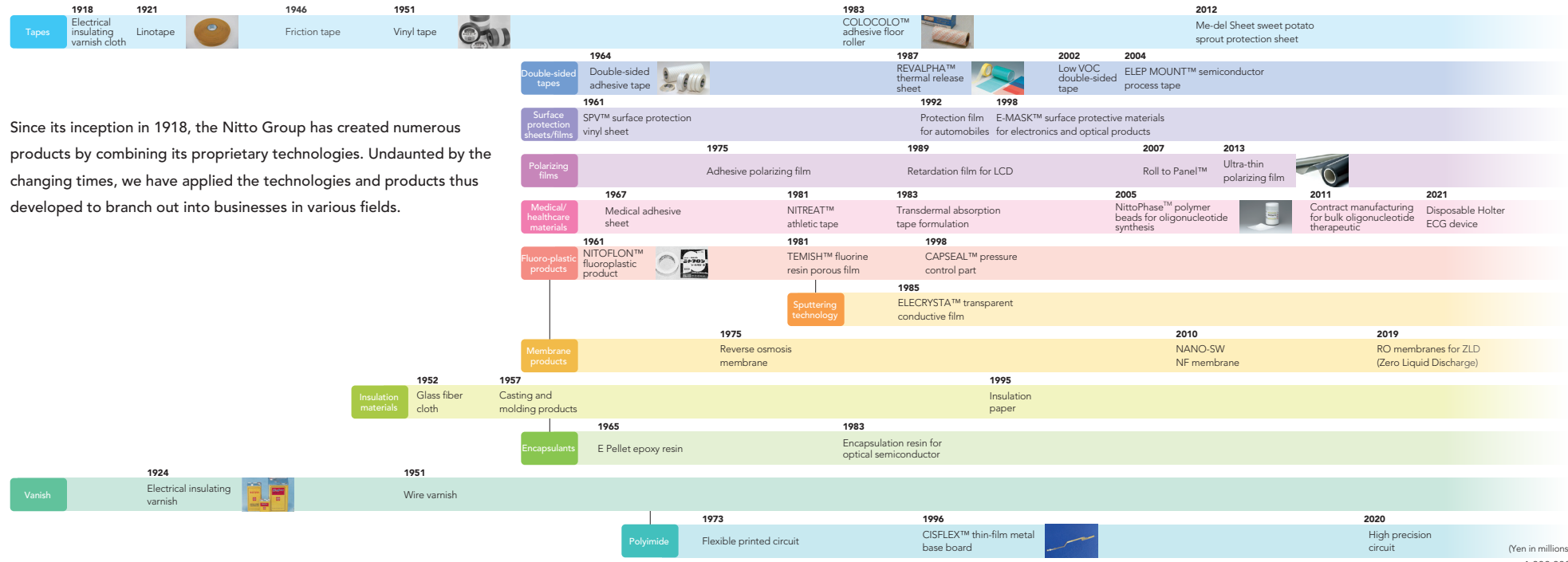
### Reference Guidelines

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This report has been prepared with reference to the following guidelines:

- Global Reporting Initiative (GRI) Standards  
GRI Content Index: <https://www.nitto.com/jp/en/sustainability/gri/>
- International Integrated Reporting Framework by the IFRS Foundation
- Guidance for Integrated Corporate Disclosure and Company-Investor Dialogue for Collaborative Value Creation 2.0

# Footsteps of the Nitto Group





## Top Message



# Accelerating Innovation to Create “Essential” Value

Our ongoing mid-term management plan, Nitto for Everyone 2025, takes a dual approach of exploring our Niche Top Strategy and ESG Strategy in an integrated manner, and I feel confident that this novel approach has become ingrained in the Nitto Group as early as in its first year of fiscal 2023. In fiscal 2024, we will lose no time in further polishing this approach. That means we will accelerate innovation in a bid to create “essential” value as we anticipate what the future holds for us.

A handwritten signature in black ink, appearing to read 'H. Takasaki'.

**Hideo Takasaki**

Representative Director, President  
CEO, COO



### The 2030 Ideal State



### Moving on to the Next Phase in Implementing Our Niche Top Strategy and ESG Strategy

The Nitto Group is aiming to be an “essential top ESG company that continually brings amazement and inspiration as a Niche Top creator” by 2030. In other words, we aspire to contribute to the realization of a sustainable global environment and enriched human society by simultaneously solving social issues and creating economic value to secure an eternally “essential” position in the world.

Kicking off in fiscal 2023, Nitto for Everyone 2025 is centered around the dual approach of simultaneously pursuing our Niche Top Strategy and Nitto-Style ESG Strategy.

The Niche Top Strategy is Nitto’s unique differentiation strategy, under

which we assess the growth potential of each market and then locate niche areas thereof, where we can continue developing “essential” products, functionality, and business models, through the convergence of the Nitto Group’s proprietary technology and knowledge and co-creation with stakeholders. By pursuing the Niche Top Strategy, we aim to achieve high growth and profitability while remaining immune to the external environment.

Promoted simultaneously with it, the Nitto-style ESG Strategy places ESG at the core of our management. To further drive sustainable growth, we revisited our material issues for sustainability (materiality). If each and every employee remains conscious of and practices a new set of ten material issues in the three areas of “E (Environment),” “S (Society),” and “G (Governance),” we believe we can eventually solve social issues and create economic value all at once.

We are also keen on developing PlanetFlags/HumanFlags (products contributing to the environment and/or human life) as a way to give concrete shape to business activities with solutions to the challenges facing the global environment and human society in mind. We have already made it clear that we will not initiate any new R&D project if it is not aligned with this principle. For existing products, on the other hand, we are working with our customers and external partners to shed new light on materials and production processes. Driving these transformations involves a significant cost, particularly at the early stage, but we perceive them as an investment for the future and will recoup them in the form of added value to our products.

Some of our employees may have wondered, “Why should we change what we are doing when we have enough orders for what we offer now?” Many members of our R&D team might have been similarly baffled by

our new direction and found it hard to change their mindset. As we continued convincing them that they would regret not restructuring now in a few years, our new policy has permeated every corner of the company over the past year. Now, I can say that we have the right mindset among our employees and the appropriate programs in place. I liken our situation to being on an airplane. I can confidently say that we are speeding down the runway, soon to take off to attain the 2030 Ideal State, i.e., an “essential top ESG company.”

Against this backdrop, in fiscal 2023, we posted similar levels of revenue and profit as those in fiscal 2022, as we witnessed the progress in proactive allocation of management resources to growth markets and cost reduction through structural reform, despite delayed plans on account of significant changes in the external environment. In fiscal 2024, we will gather speed to outperform ourselves, with the whole staff uniting to shoot for both financial and future-financial targets laid out in the mid-term management plan.

### Foreseeing Future Trends to Advance Innovation

To implement our Niche Top Strategy and ESG Strategy, the entire Group is working on Nitto’s proprietary innovation model. In more concrete terms, inspired by the concept of PlanetFlags/HumanFlags, we will create ideas for products and services that tap into Nitto’s technological prowess and convergence approach in the focus domains of “Power & Mobility,” “Digital Interface,” and “Human Life” and in spaces where these three intersect before we start projects. Then, by leveraging the Niche Top Strategy and *Sanshin* Activities, we bring the products and services thus conceived to market in a timely manner until we create “essential Niche Top solutions.”

From among candidate products recommended annually by a deliberative body chaired by the Chief Technology Officer (CTO), PlanetFlags/HumanFlags are certified with a resolution of the Corporate

Strategy Meeting, which comprises senior executives. In fiscal 2023, the PlanetFlags & HumanFlags category sales ratio<sup>\*1</sup> was 36%, and the goal is for this to be at least 50% by 2030. We also meet annually to review the list of Niche Top products to discuss which to include and which to exclude. In fiscal 2023, the Niche Top sales ratio<sup>\*2</sup> was 44%, and the aim is to also increase this ratio to at least 50% by 2030.

Our ideal scenario is to see products certified as PlanetFlags/HumanFlags also recognized as Niche Top products. That way, our dual approach of exploring the Niche Top Strategy and ESG Strategy becomes more substantial. And this is exactly what it means to “convert ‘future-financial’ activities into financial value” by Nitto, placing ESG at the core of its management.

A simple example of Nitto-style Innovation Models is a PlanetFlags-certified polarizer with OCA (optically clear adhesive), which can be found in smartphones and tablet computers. We combine clear adhesive sheets and polarizers into one, which we offer with quality assurance. This solution benefits customers in many ways: Not only can they shorten their manufacturing and quality inspection processes, but they can increase their environmental value (reduced industrial waste) and economic value (increased efficiency in production equipment, fewer processes) as they waste fewer release liners.

In fact, we kept pitching this innovative product, which offers considerable merits to customers in terms of both finance and eco-friendliness. As ESG becomes increasingly prominent, customer companies are revising their values and criteria, leading them to adopt our solution. Nitto is the leading supplier of polarizers with OCA, and our enthusiasm for this product is being reflected in a higher recognition of this product in the entire industry, which I’m sure will spread even further. This represents an innovative attempt where the novel idea of integrating separate products into one met customer needs well.

For a case of innovation driven by technology, we have adhesive sheets utilizing our diverse peeling technologies. Just like ordinary adhesive sheets, they adhere securely but can be peeled off neatly when heat, ultraviolet rays (UV), water, electricity, alcohol, and other stimuli are applied. This peeling technology has enjoyed high demand as an auxiliary material for customers’ production processes because of its ability to reduce waste.

Nowadays, in Europe, consumers are increasingly calling for the “right to repair” as they transition to a circular society, and we believe that demand for this peeling technology will only grow. For example, if consumers want to fix their mobile devices or service companies take them apart for recycling, they have to peel adhesive sheets forcibly. Consequently, general consumers are unable to repair their devices, or many components are simply thrown away without being recycled. If, with the help of this peeling technology, they can neatly disassemble components secured by adhesives without damaging those parts, it will enable consumers to fix their mobile devices themselves. Also, after their devices are collected for recycling, many more components can be reused, generating less waste.

We imagine that this trend will go beyond mobile devices and spread to every consumer good imaginable, such as automobiles and electronic products. As we fast approach a circular society, we will leverage our unique technologies to address the emerging needs for rework, repair, and recycling/reuse to create all sorts of demand.

In today’s ESG-oriented world, as we pursue the Niche Top Strategy, I believe it is crucial for us to anticipate which way society is heading and stay ahead of the curve in the industry, as we consider how we can contribute to the end consumers.

\*1 The percentage of PlanetFlags & HumanFlags category sales to revenue

\*2 The percentage of the Global Niche Top™ and Area Niche Top™ product sales to revenue

## Aiming to be an Essential Top ESG Company – Steadily Advancing Initiatives for Four Focus Items of Nitto for Everyone 2025

We have established four focus items that we will work on in the mid-term management plan, Nitto for Everyone 2025, and embarked on various initiatives from fiscal 2023.

The first initiative is “Transformation of Business Portfolio to Contribute to the Environment and Humanity.” We have allocated resources to “things that will grow,” aiming to create both economic and social value through prioritized growth investment and structural reform. In the Human Life domain, for example, we expect demand for the contract manufacturing business to increase in the oligonucleotide therapeutics market, where the move toward commercialization is underway for a variety of indications, from rare diseases to diseases with a greater patient population. With this in mind, we have spent a total of over 30.0 billion yen in capital expenditures in the U.S. and Japan to start up a new plant capable of satisfying commercial market demand. To prepare for the advent of a full-fledged commercial market, we are strengthening the entire value chain from the supply of raw materials to contract manufacturing arrangements.

In the Power & Mobility domain, we are putting our resources into the development of products for batteries. Automobiles use various batteries, including lithium batteries and fuel cells, all of which must be compact, assure a long range, ensure safety, and achieve fast charging. We have directed our focus to the functionality of “heat” and are engaged in the development of such products with emphasis on heat management functions, namely, “heat resistance,” “heat radiation,” and “heat insulation.”

Meanwhile, we have embarked on the exploration of newer domains. We are taking on the challenge of the environmental business by announcing the Negative Emission Factory initiative in July 2023, which is designed to contribute to decarbonization. We are addressing the significant CO<sub>2</sub> emissions from production processes by capturing, absorbing, storing, and fixing CO<sub>2</sub> to remove it from the atmosphere. To implement this, we have introduced a demonstration unit at the Shiga Plant that captures boiler exhaust gas, and we have begun trial operations. We will expedite technological development so that we can offer a total solution that reduces CO<sub>2</sub> emissions.

Let me now talk about “Advancement of Innovation Model to Produce New Niche Top Products/Services” by giving you some examples.

Through the focus on social issues, enhancement of business development capabilities, and co-creation with stakeholders, we aim to create “essential” Niche Top solutions. So far, we have stuck to our own resources to successfully promote the Niche Top Strategy. Going forward, however, we believe that we need to make greater use of external resources. To give you a better idea of what we are doing here, for flexible sensors, we acquired Bend Labs, Inc. of the U.S. in 2022, while at the same time partnering with research institutions for joint research. In the Life Science domain, we are developing a heart disease (arrhythmia) detection device and testing service, which uses sensors to detect a plethora of movements of the human body for early discovery and proper treatment of diseases. Our rationale here is to build a brand new business model that finds value in and monetizes the data from sensors.

In the Digital Interface domain, we have launched advanced, clean optical films that help to enhance the immersive experience in the increasingly promising metaverse. In anticipation of demand growth over the medium to long term, we will continue to advance its functionality further and make it thinner and lighter. In April 2024, we decided on a partial acquisition of the stake in TruLife Optics of the U.K., to jointly develop new materials for holographic optics and study the feasibility of their mass production to contribute to the spread of AR glasses. As in this instance, Nitto remains committed to creating new products in new markets, including AR, by combining our proven core technologies with external technologies.

We are also keen on the development of technology for recovering CO<sub>2</sub>. In December 2023, we launched a new project with Air Water Inc. to produce formic acid (used to preserve pasture) from CO<sub>2</sub> derived from livestock manure biomass by utilizing our chemical conversion technology. As formic acid is used as an additive in the livestock market, what we are doing here is tantamount to recycling resources by putting recovered CO<sub>2</sub> into efficient use.

### To attain the 2030 Ideal State, i.e., an “essential top ESG company” Implementing Our Niche Top Strategy and ESG Strategy





As shown in these examples, we will further accelerate innovation by co-creating with our external partners.

For the third focus item, “Reformation of Organizational Culture to Accelerate Challenges,” we are developing a variety of measures by setting “personnel and teams that enjoy taking on challenges” as a 2030 goal for human capital management.

So far, the Nitto Group has spared no effort to support its employees in their attempts. Going forward, however, we will develop an organizational culture where each employee enjoys taking on challenges without being afraid of making mistakes. What counts most here is the will of each individual to create new value themselves. To assign a quantitative value to this intangible factor, we have come up with the “challenge ratio,” and we aim to reach 85% by 2030. This unique metric indicates the percentage of employees who actively create value, either spontaneously, at the company’s prompting, or in ways unique to their region. In fiscal 2023, the challenge ratio was 37%. Sometimes, I’m asked what activities qualify as “challenges” by persons outside the Group. There are many activities that are “challenging.” The Nitto Innovation Challenge (NIC) is a case in point. Every year, we invite innovative ideas on new businesses and products, receiving over 1,000 entries from around the world. Those with ideas on a short list are then offered help from interested business divisions and R&D departments to jointly work on their commercialization. Another example is “Group Activity Toward Excellence (GATE),” a small group activity designed for every employee to revitalize workplaces and improve products quality. We also have an overseas trainee program and a job posting system, to name but a few such opportunities. We will monitor the growth and achievements of employees who have taken advantage of these opportunities.

At the same time, we are aiming to increase the engagement score, an indicator showing how rewarding employees find their work, to 85 by 2030. In fiscal 2023, the engagement score increased by 7 to 81. We attribute this positive showing to the activities of each company and site.

In recognition of the promotion of colorful initiatives, including those mentioned above and the most aggressive dissemination of information, we were selected for Human Capital Leaders 2023 and Human Capital Management Gold Quality in the Human Capital Survey 2023 and certified as a Best Workplace, the highest rank awarded by the D&I Award 2023.

For the Nitto Group, human resources are the single most important asset. As such, we will continue to pursue human capital management in a unique way to keep creating innovations that customers appreciate.

The last of the four focus items is “Transformation of Management Infrastructure to Anticipate Change.”

For the Nitto Group to achieve renewed growth, it is important to reinforce our management infrastructure. For our management to continue to win customer trust and meet their expectations, we will be expediting transformation into a robust business foundation immune to the external environment by anticipating changes in our surroundings. Let me put it this way. Our Niche Top products win high market shares. To keep fulfilling our responsibility to supply customers, it is vital that we strengthen our supply chains. Hence, we have established a Group-wide Supply Chain Committee to proactively deal with geopolitical risks, regulatory risks associated with chemical substances, climate change, and other latent risks.



Likewise, we consider the efficient application of data and digital technology to be one of the overriding topics as we go about strengthening our management foundation. Here, we have implemented several initiatives, including upgrading of the mission-critical systems, and reinforcing cyber security. Yet, AI and other digital technologies evolve so fast that our efforts may not be sufficient. While increasing the speed and quality of our management by basing our decisions on data, we are striving to realize business reform and business model transformation, along with recruiting and developing human resources and collaborating with external partners, which we hope will push these projects forward.

For safety at workplaces, one of the priority agenda items for the Nitto Group, under the policy of “placing safety before everything else,” we identify risks at each site and take action depending on their severity toward our ultimate goal of reducing all occupational accidents and injuries to zero. Following a fire incident at a Group company in fiscal 2022, we designated October 4 as Fire Prevention Day in 2023. Learning from past lessons to take enhanced measures, we will foster a self-reliant safety culture, where every employee maintains their physical and mental health and behaves safely out of their own judgment and responsibility to reduce occupational accidents and injuries to zero.

### Misconduct Regarding the Municipal Water Supply Membrane Module Certification System

I would like to take this opportunity to once again express our deepest apologies for the considerable anxieties and inconvenience that our “misconduct regarding the certification system of municipal water supply membrane modules” (announced in January 2024) have caused to our business partners, water utilities, water users, the Association of Membrane Separation Technology, Japan (AMST), and others concerned. In March, we established an Investigation Committee consisting of external experts, and we received the investigation report in June.

I have time and again repeated how important “safety of management” is. I take this incident with utmost seriousness and it has sharply highlighted the need to further strengthen our governance. Governance serves as a foundation that supports business.

As such, I will dedicate myself to integrating good governance into our corporate culture and establishing “safety of management.” In order to prevent anything like this from recurring and regain the trust of our stakeholders as soon as possible, based on the report by the Investigation Committee, we will plan more revisions and new preventive measures and implement them once they are ready.

### In Pursuit of “Essential” Value for the World

When you start something new, it takes a great deal of energy. Once the ball is rolling, it gathers speed of itself. For the Nitto Group, fiscal 2024 is the year when we need to focus on outperforming ourselves. The Nitto Group defines activities that have yet to produce any financial contributions but are expected to start doing so to boost our profit, if driven further, as “future-financial” activities. By facilitating progress in each of the future-financial targets for products, the environment, and human resources without leaving behind any through mutual collaboration, we believe we can convert them into financial targets to further enhance corporate value. For us to be an “essential ESG top company” by 2030, we will relentlessly pursue whatever is “essential” the world over to make our presence felt more.

But discovering what is “essential” in this world is challenging, and you cannot easily discover such things. When asked how to go about this, I usually tell our employees to take one step back if they have reached a dead end and think, “Why does it have to be Nitto?” This is because if they think hard about it, Nitto can secure an “essential” place in the world. We will be increasingly required to create value for the environmental merits, as well as functionality, of our products.

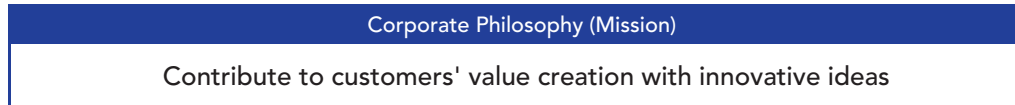


My dream is to see all of our products fluttering in each field as PlanetFlags/HumanFlags products and develop into Global Niche Top™ or Area Niche Top™ products.

We sincerely appreciate our stakeholders' continued support and generous understanding in this regard.

## Nitto Group's Management Strategy

### Nitto Group's Mission



### Basic Approach to ESG Management



### Nitto Group's Long-Term Targets



### Three-year Action Plan



In accordance with its Mission, "Contribute to customers' value creation with innovative ideas, and with the strong determination to place ESG at the core of its management, the Nitto Group has clearly stated in its Basic Policy on Sustainability that it will "simultaneously solve social issues and create economic value" through business activities.

To this end, we aim to be an "essential top ESG company that continually brings amazement and inspiration as a Niche Top creator" by 2030. To achieve this long-term target, we need to bridge the gap with our current position. To facilitate the process of determining risks and opportunities as we promote ESG management, we have identified high-priority issues for the Nitto Group, the environment, and society in the form of "material issues for sustainability (materiality)."

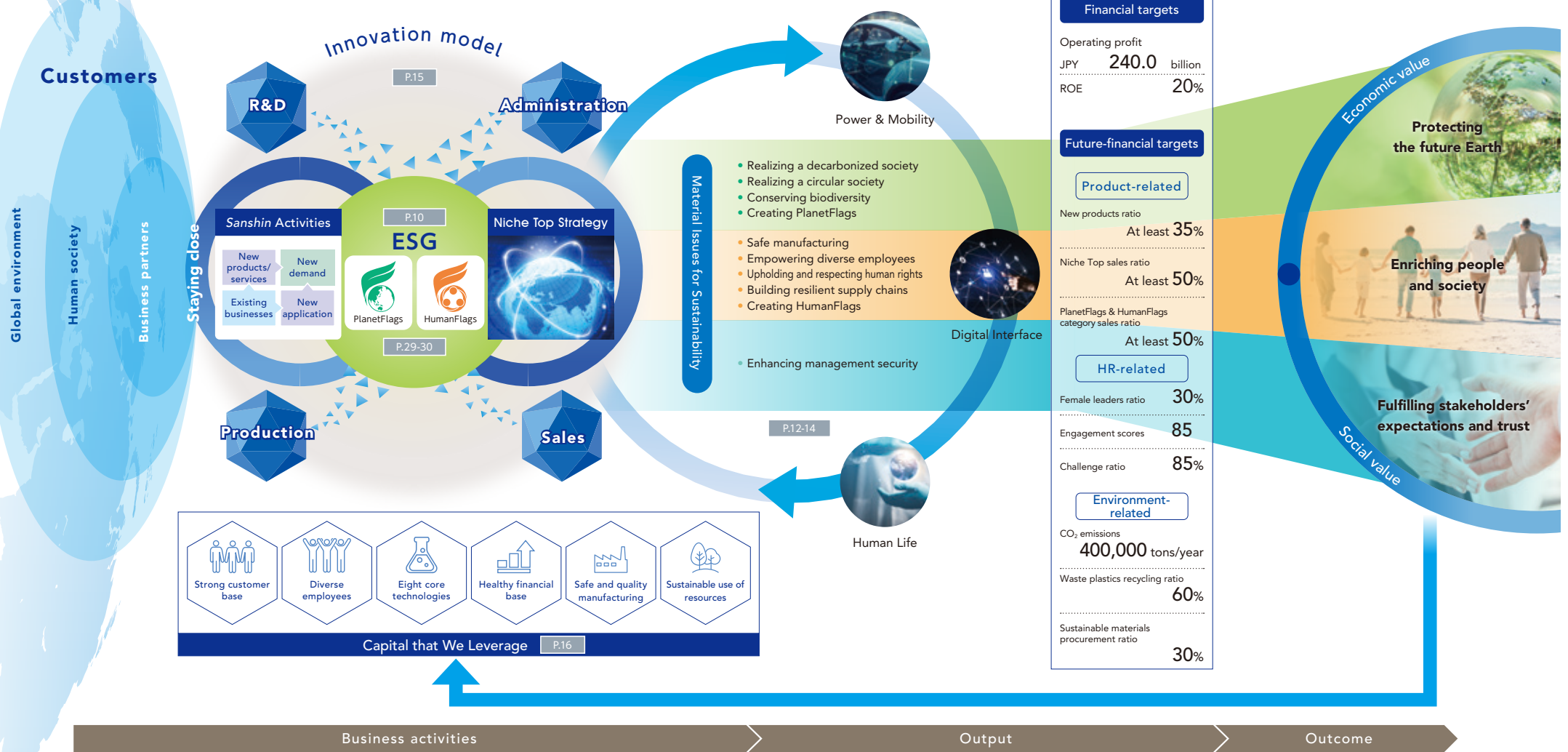
One of the key approaches to solving these issues is the Nitto-style Innovation Model. In the three focus domains of "Power & Mobility," "Digital Interface," and "Human Life," we create PlanetFlags/ HumanFlags products (products contributing to the environment and/or human life) out of our wish to deliver products that are essential for the global environment and human society, as well as customers and industries. With *Sanshin* Activities and the Niche Top Strategy, we then make a positive differentiation to achieve sustainable growth and high revenue.

As an action plan to realize the 2030 Ideal State, in fiscal 2023, we kicked off a mid-term management plan, Nitto for Everyone 2025. As we set financial targets to prioritize profitability and future-financial targets to promote ESG management, we are working on the four focus items driven by a strong desire to convert future-financial into financial and corporate value.

The Nitto Group will aim to realize a sustainable global environment and enriched human society by creating "essential" value for the world.

# Value Creation Process

Intending to be a Niche Top creator, the Nitto Group seeks to become an “essential top ESG company” that continually brings amazement and inspiration. With R&D, Production, Sales, and Administration working as one, we never cease to create innovative and broad values through customer-oriented approaches and unique business models.



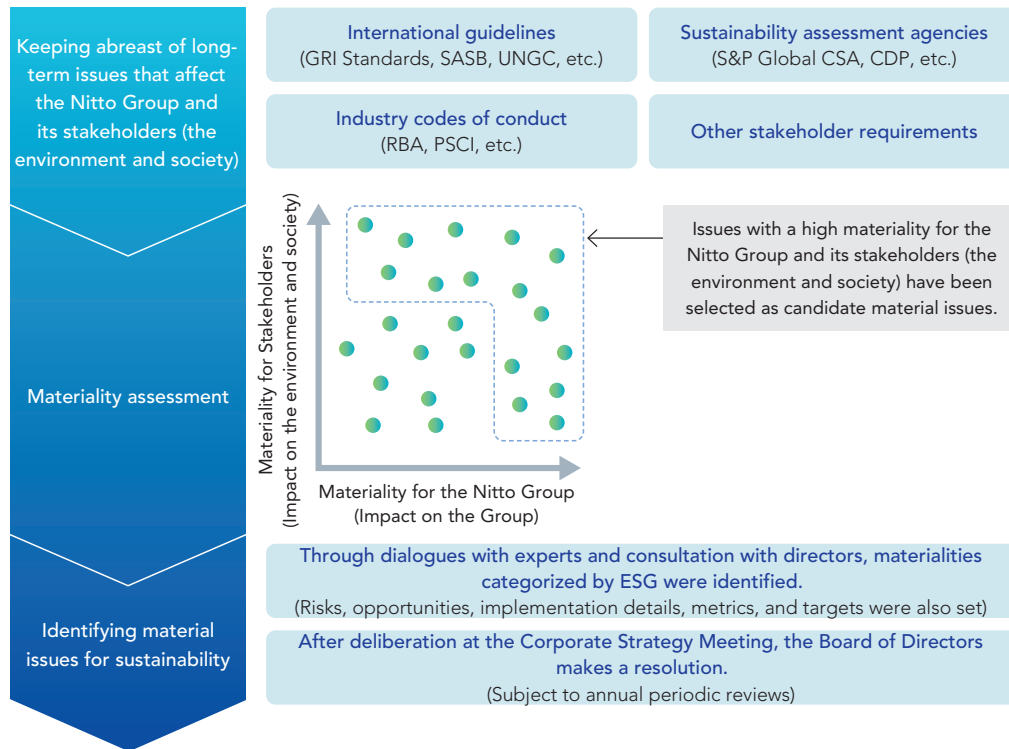


# Material Issues for Sustainability

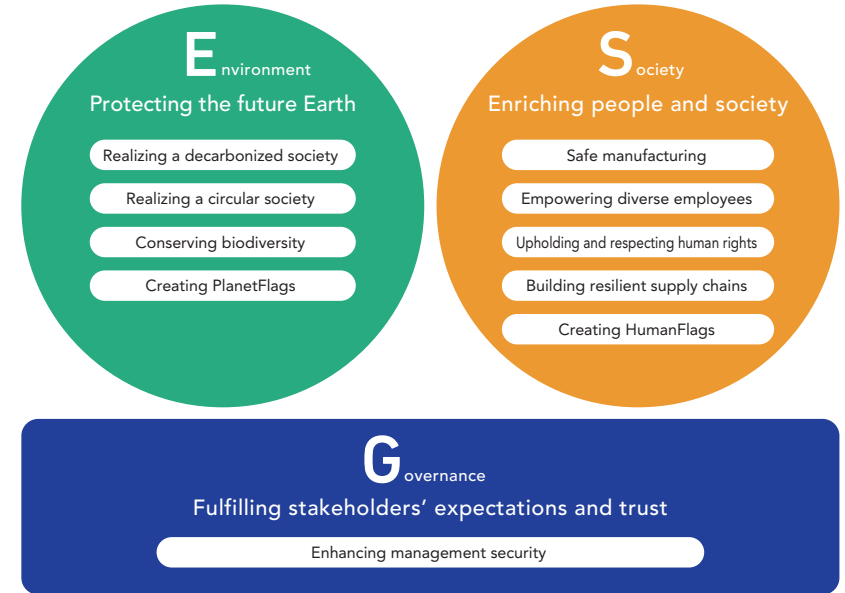
In 2019, the Nitto Group identified its material issues for sustainability (materiality) in a bid to simultaneously solving social issues and creating economic value. Amid the changing external environment with sustainability and ESG (Environment, Society, and Governance) assuming growing importance worldwide, the Nitto Group announced that it would place ESG at the core of its management. Accordingly, the Group revisited its material issues for sustainability in order to become an “essential” entity for the global environment, humankind, and society, as well as the general public, further driving sustainable growth.

These material issues have been selected and identified as such from issues deemed important as they might affect the company and its stakeholders (the environment and society) over the long term. In implementing them, we identify risks and opportunities associated with each issue and reflect them in our business plans.

## Identification Process



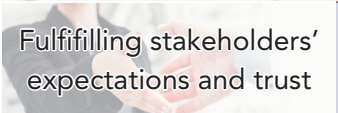




















## Material Issues for Sustainability



## Criteria of Sustainability

Category	Criteria
<b>E</b> Environment	Here, while strengthening our business foundation, we will address material issues of “decarbonization,” “circular economy,” and “biodiversity” through our products and services (PlanetFlags), in an effort to protect the future Earth as we work to conserve/improve the environment.
<b>S</b> Society	While strengthening our business foundation, here we will address material issues of “safety (occupational, quality),” “human resources,” “human rights,” and “supply chains” through our products and services (HumanFlags), in an effort to enrich people and society by offering value to humankind and society in the three focus domains.
<b>G</b> Governance	“Management security” is a material issue here. By ensuring transparency and fairness in management and adequacy in governance, we will fulfill the trust and expectations of stakeholders as we strengthen our business foundation.

Ideal State	Material Issues for Sustainability	Risks	Opportunities
 <p>Protecting the future Earth</p>	Realizing a decarbonized society	<ul style="list-style-type: none"> <li>• Difficulty in continuing business activities due to delay in responding to the decarbonized society</li> <li>• Increase in difficulty in sales of existing products as environmental regulations are tightened</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in productivity due to a shift to eco-friendly production lines that meet the demand for GHG reduction</li> <li>• Increase in business opportunities by providing products with a low carbon footprint</li> </ul>
	Realizing a circular society	<ul style="list-style-type: none"> <li>• Shut-downs due to increased cost and difficulty in procurement</li> <li>• Decrease in competitive edge due to delay in innovating waste disposal and developing new technologies</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in demand for technologies/products for cyclic use of various resources/materials</li> <li>• Cost reduction and efficient use of resources by waste reduction and recycling</li> </ul>
	Conserving biodiversity	<ul style="list-style-type: none"> <li>• Health hazards to stakeholders due to air, water, or soil pollution</li> <li>• Increase in the cost for compliance and difficulty in obtaining operational licenses</li> </ul>	<ul style="list-style-type: none"> <li>• Acquisition of trust from local communities and customers by properly managing pollutants and hazardous substances</li> <li>• Increase in demand for technologies/products that contribute to separation, removal, purification or otherwise, of hazardous substances</li> </ul>
	Creating PlanetFlags	<ul style="list-style-type: none"> <li>• Decrease in order volume in case of falling behind in addressing environmental need</li> <li>• Inadequate response to social demand for environmental conservation</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in business opportunities by providing low-carbon-footprint or carbon-negative products</li> <li>• Creation of new markets and business models by accumulating biodiversity-friendly technologies and knowhow</li> </ul>
 <p>Enriching people and society</p>	Safe manufacturing	<ul style="list-style-type: none"> <li>• Personal damage and shut-downs due to work-related accidents</li> <li>• Occurrence of recalls, lawsuits, etc. due to quality problems</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in productivity and acquisition of trust from customers by providing a safe and secure workplace environment</li> <li>• Acquisition of customer trust and support by providing them with safe and quality products</li> </ul>
	Empowering diverse employees	<ul style="list-style-type: none"> <li>• Increase in difficulty in maintaining stable business operations due to shortages of human resources</li> <li>• Stagnation of novel ideas and innovations due to lack of diversity in human resources</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in productivity by way of workstyle reform and human resource development</li> <li>• Enhancement of employee motivation by providing opportunities that empower diverse human resources</li> </ul>
	Upholding and respecting human rights	<ul style="list-style-type: none"> <li>• Shut-downs and damage to corporate value due to violation of laws concerning respect for human rights</li> <li>• Employee health hazards due to human rights violations and outflow of human resources due to poor working conditions</li> </ul>	<ul style="list-style-type: none"> <li>• Improvement of corporate image and brand value through socially responsible and fair practices</li> <li>• Improvement of public credibility by complying with and proactively advancing beyond laws/regulations concerning human rights</li> </ul>
	Building resilient supply chains	<ul style="list-style-type: none"> <li>• Disruption in production and distribution due to damage to factories and infrastructures in the supply chain</li> <li>• Damage to the image of the Nitto brand as affiliates and business partners engage in misconduct or unlawful practices</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in product supply efficiency and reduction in costs by optimizing supply chains</li> <li>• Acquisition of trust from business partners and society through management of supply chains</li> </ul>
	Creating HumanFlags	<ul style="list-style-type: none"> <li>• Lowering of the company's competitive edge and growth potential due to inadequate response to social needs</li> <li>• Lowering of products' competitive edge as alternative technologies emerge and the company's technologies become commoditized</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in business opportunities by providing products/services that improve QOL and prevent disease progression</li> <li>• Enhancement of competitive edge and growth potential by complying with and proactively advancing beyond next-generation technologies</li> </ul>
 <p>Fulfilling stakeholders' expectations and trust</p>	Enhancing management security	<ul style="list-style-type: none"> <li>• Lowering of operational efficiency and quality due to inadequate internal control and workflow</li> <li>• System shut-downs due to cyberattacks or leakage of confidential information</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in cost and increase in profit due to improvement of management efficiency</li> <li>• Creation of new markets and business models by comprehending the value and utilization of information assets</li> </ul>

Ideal State	Material Issues for Sustainability	Implementation Details	KPIs / Targets for 2030	Related SDGs	Details
 <p>Protecting the future Earth</p>	Realizing a decarbonized society	<ul style="list-style-type: none"> <li>Reduction in GHG emissions</li> </ul>	CO <sub>2</sub> emissions: 400 ktons/year		P.39–P.40
	Realizing a circular society	<ul style="list-style-type: none"> <li>Promotion of cyclic use of raw materials, energy, and waste</li> </ul>	Waste plastics recycling ratio: 60% Sustainable materials procurement ratio: 30%		P.41
	Conserving biodiversity	<ul style="list-style-type: none"> <li>Prevention of air, water, and soil pollution</li> </ul>	(Managing by internal KPIs)	  	P.41
	Creating PlanetFlags	<ul style="list-style-type: none"> <li>Providing solutions for decarbonization and material-circulation solutions</li> <li>Providing nature-positive products</li> </ul>	PlanetFlags & HumanFlags category sales ratio: At least 50%		P.23–P.38
 <p>Enriching people and society</p>	Safe manufacturing	<ul style="list-style-type: none"> <li>Improvement of workplace environment</li> <li>Enhancement of safety and quality of products</li> </ul>	(Managing by internal KPIs)		P.43–P.44
	Empowering diverse employees	<ul style="list-style-type: none"> <li>Hiring and development of personnel daring to take on challenges</li> <li>Promotion of DE&amp;I</li> </ul>	Female leaders ratio: 30% Engagement scores: 85 Challenge ratio: 85%	 	P.45–P.52
	Upholding and respecting human rights	<ul style="list-style-type: none"> <li>Promotion of human rights due diligence</li> </ul>	(Managing by internal KPIs)		P.53
	Building resilient supply chains	<ul style="list-style-type: none"> <li>Sustainable procurement practices</li> </ul>	(Managing by internal KPIs)		P.54–P.55
	Creating HumanFlags	<ul style="list-style-type: none"> <li>Providing products that promote digital society</li> <li>Providing products that ensure comfort and security of life</li> <li>Providing products that support sound and healthy life</li> </ul>	PlanetFlags & HumanFlags category sales ratio: At least 50%	  	P.23–P.38
 <p>Fulfilling stakeholders' expectations and trust</p>	Enhancing management security	<ul style="list-style-type: none"> <li>Ensuring compliance</li> <li>Creation of a safety/quality-oriented culture</li> <li>Promotion of information security management</li> </ul>	(Managing by internal KPIs)		P.65–P.71

# Innovation Model

The Nitto-style Innovation Model allows us to repeatedly verify hypotheses until we are convinced of our path to victory, enabling us to develop ideas into profitable businesses seamlessly. By guiding us to create a number of PlanetFlags/HumanFlags products as we pursue the Niche Top Strategy, it enables the Nitto Group to achieve sustainable growth. In each phase of this innovation process, we capitalize on our unique assets to take original approaches to promote innovation.



## Challenge and Diversity

In this phase, no new project themes are embarked on unless they look promising to be future PlanetFlags/HumanFlags products. In the three focus domains where the Nitto Group's strengths can be fully leveraged, employees take on challenges to generate ideas, which are subject to prompt hypothesis testing. Ones that are judged to offer promise will move on to the next phase to start a project.

### [Programs that Underpin Innovation]

- **Technology Kuruma-za:** Executives from the corporate technology division gather to discuss Nitto's technology strategy.
- **R&D Innovation Networking Conference (RINC):** R&D themes are widely shared from top management to the field in the early stages to accelerate theme promotion.
- **Nitto Innovation Challenge (NIC):** Invites all employees to offer ideas for new businesses. Outstanding ideas will receive support to form a project.

### Essential for the global environment and human society



### Essential for our customers and industries

#### Three Focus Domains



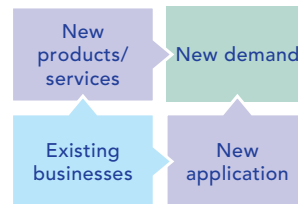
## Perfection + Speed

By integrating the eight core technologies and a pool of knowledge into promising project themes, new businesses and technologies are developed through collaboration across R&D, Production, Sales, and Administration. In addition to promoting the utilization of intellectual property aimed at expanding earnings, perfection and speed are enhanced through convergence approaches, including strategic alliances, rather than in-house resources alone.

- Internal convergence through Group-wide projects, etc.
- "Management funds" that enable timely resource allocation
- Strategic alliances, including M&As and capital injection in startup businesses

### Sanshin Activities

Nitto's unique marketing approach that creates new demand through the development of innovative applications and products



## Ability to Get Things Done

Through pursuing differentiation unique to Nitto, which is made possible by the Niche Top Strategy, we deliver "essential" products and services that meet the diverse preferences of our customers. It is this ability to get things done that enables Nitto to earn the trust and expectations of our valued customers. By commending employees for their efforts and achievements in the fields, we encourage them to take on challenges, which in turn will produce a chain of new ideas and project themes.

- **Global Sanshin Competition:** The most outstanding cases of Sanshin Activities are awarded. These programs also provide sales personnel with opportunities to learn from each other's approaches.
- **Group Activity Toward Excellence (GATE):** Continual improvement activities by small groups designed to solve problems with bottom-up approaches

### Niche Top Strategy

- In changing and growing markets identified by Nitto,
- we target the Niche fields within those markets,
- born from the co-creation between stakeholders and the integration of knowledge and technologies unique to Nitto,
- and by continuously creating essential products, functions and business models,
- Nitto's unique differentiation strategy aims for the No.1 market share.









### Relevant Capital





## Capital That We Leverage

To create new value, it is vital that we inject all sorts of capital. The Nitto Group is fortunate enough to have six kinds of capital that it leverages. Cultivated over a long period, they have consistently evolved to become robust. This unique set of Nitto's capital has underpinned the Group's innovation, differentiating positively from our industry peers.

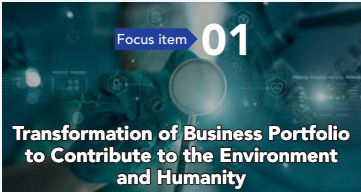


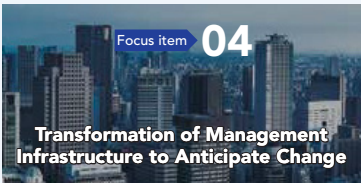
	Detailed account (importance) of capital	Examples of initiatives
<b>Strong customer base</b> 	<p>As its business has changed over time, the Nitto Group has been fortunate enough to forge a bond of trust with many different customers. We cherish this hard-earned future-financial value as "customer relations assets." This close bond expanded beyond direct customers, i.e., business partners, to encompass end customers and suppliers, resulting in customer relations assets that extend throughout the supply chain. By fostering close relationships with customers and integrating sales, marketing, and technology teams to advance <i>Sanshin</i> Activities and the Niche Top Strategy, we are able to drive innovations.</p>	<ul style="list-style-type: none"> <li>• Global <i>Sanshin</i> Competition</li> <li>• Niche Top Strategy</li> <li>• NIC (New business creation event)</li> <li>• Signing strategic alliances (M&amp;As/capital contributions, partnerships)</li> </ul>
<b>Diverse employees</b> 	<p>Considering human resources as our most valuable assets, the Nitto Group seeks to recruit and develop a diverse workforce in accordance with the Basic Policy on Human Resource Management. We provide an environment where employees enjoy taking on challenges and an organizational framework that enables them to deliver their full potential, thus cultivating Nitto Persons worldwide who practice The Nitto Way and providing them with opportunities to excel. The value created by our human resources differentiates us from competitors and leads to sustainable growth.</p>	<ul style="list-style-type: none"> <li>• Engagement surveys</li> <li>• Career interviews and "Career Terrace"</li> <li>• Nitto Global Business Academy (NGBA)</li> <li>• FLOWER Program</li> <li>• Programs to bolster recruitment capability and increase the retention rate</li> </ul>
<b>Eight core technologies</b> 	<p>The Nitto Group has made constant efforts to combine and advance its founding technologies to develop diverse core technologies, which have since been applied to a broad range of products and services. In the three focus domains where these technologies and strengths are most impactful, and at the intersections of these areas, we hybridize our core and peripheral technologies to develop "essential" products and technologies, and maximize profits through intellectual property strategies.</p>	<ul style="list-style-type: none"> <li>• PlanetFlags/HumanFlags recognition scheme</li> <li>• NIC (New business creation event)</li> <li>• Signing strategic alliances (M&amp;As / capital contribution, partnership)</li> </ul>
<b>Healthy financial base</b> 	<p>The Nitto Group ensures sound financial conditions by balancing a solid equity base and adequate liquid capital on hand. This strategy not only secures a financial base that is protected from external influences and risk-resistant but also enables us to swiftly seize growth opportunities and access necessary funds, thereby catalyzing continuous growth.</p>	<ul style="list-style-type: none"> <li>• Promotion of ROIC-focused management</li> <li>• Optimal cash allocation</li> <li>• Shareholder returns (stable dividends, flexible share buybacks)</li> </ul>
<b>Safe and quality manufacturing</b> 	<p>"Placing safety before everything else," the Nitto Group remains committed to a safety culture. By ensuring the security and safety of every stakeholder involved in the process—from raw materials procurement to product development, production, and use—both inside and outside the company, we aim to increase their satisfaction through the pursuit of top-notch manufacturing quality. Furthermore, we ensure that human rights are respected throughout our supply chains when conducting business activities, thus earning trust from our stakeholders while assuring business continuity.</p>	<ul style="list-style-type: none"> <li>• Commitment to a safety culture – Placing safety before everything else</li> <li>• Small group activity, GATE</li> <li>• Safety Promotion Conference</li> <li>• Supply Chain Committee</li> <li>• Human rights due diligence</li> </ul>
<b>Sustainable use of resources</b> 	<p>Fully aware of the environmental impact of energy and resource consumption, as well as CO<sub>2</sub> emissions and waste generated during manufacturing, the Nitto Group is working to reduce these impacts through coordinated efforts among business execution departments, special function departments, and regional headquarters. By promoting environmental measures for decarbonization, 3Rs (Reduce, Reuse, Recycle), and pollution prevention while updating its businesses and technologies, the Nitto Group strives to realize a sustainable society while achieving business growth along the way.</p>	<ul style="list-style-type: none"> <li>• Declaration of Nitto Group Carbon Neutral 2050, support for SBT, joining RE100</li> <li>• Global Green Committee</li> <li>• Promotion of Negative Emission Factory Initiative</li> </ul>

## Progress in the Mid-term Management Plan

### Nitto for Everyone 2025

## Implementing Our Niche Top Strategy and ESG Strategy

In the mid-term management plan, Nitto for Everyone 2025, which kicked off in fiscal 2023, we are working on the four focus items below, under the slogan “Implementing our Niche Top Strategy and ESG Strategy.” To attain the 2030 Ideal State, i.e., an “essential top ESG company,” we are concentrating on the achievement of financial targets and future-financial targets as we carry out the mid-term management plan.

 <p><b>Focus item 01</b> <b>Transformation of Business Portfolio to Contribute to the Environment and Humanity</b></p>	<p>Invest in “things that will grow” to generate economic value and social value in a bid to transform our business portfolio into one that contributes to the environment and humanity</p> <ul style="list-style-type: none"> <li>In response to the growing demand for the contract manufacturing business in the oligonucleotide therapeutics market, which is expected as commercialization progresses, we have made a total of over 30.0 billion yen in capital expenditures in the U.S. and Japan to open new plants with a manufacturing capacity large enough to fulfill commercial market demand.</li> <li>For the environment business, we are accelerating the development of negative emission technologies as part of the Negative Emission Factory Initiative, which aims to provide a total solution for reducing CO<sub>2</sub>.</li> </ul>
 <p><b>Focus item 02</b> <b>Advancement of Innovation Model to Produce New Niche Top Products/Services</b></p>	<p>Advance the Nitto-style innovation model to create “essential Niche Top solutions”</p> <ul style="list-style-type: none"> <li>We are focusing our efforts on developing PlanetFlags/HumanFlags products including the 14 newly certified ones into Global Niche Top™/Area Niche Top™ products.</li> <li>In collaboration with Air Water Inc., we have commenced a new initiative to produce formic acid from CO<sub>2</sub> derived from livestock manure biomass.</li> <li>Through joint development with Crystals Biosciences, we are promoting the use of bio-alternatives to acetonitrile, one of the key raw materials for oligonucleotide manufacturing.</li> </ul>
 <p><b>Focus item 03</b> <b>Reformation of Organizational Culture to Accelerate Challenges</b></p>	<p>Promote human capital management to provide opportunities for taking on challenges to diverse talent and teams who bring about innovations</p> <ul style="list-style-type: none"> <li>The fiscal 2023 global engagement survey showed an increase in the engagement score to 81 (up by 7 points from the previous survey).</li> <li>In an attempt to increase expertise and diversity, we stepped up mid-career recruitment. In fiscal 2023, approximately the same number of college graduates and mid-career employees were placed on our payroll.</li> <li>We were selected for Human Capital Leaders 2023 and Human Capital Management Gold Quality in the Human Capital Survey 2023 and certified as a Best Workplace, the highest rank awarded by the D&amp;I Award 2023.</li> </ul>
 <p><b>Focus item 04</b> <b>Transformation of Management Infrastructure to Anticipate Change</b></p>	<p>Build a resilient management infrastructure immune to external influences, placing safety before everything else</p> <ul style="list-style-type: none"> <li>Under the lead of the Supply Chain Committee, we addressed geopolitical risks and regulatory risks associated with chemical substances and drove forward the sustainable materials procurement ratio (future-financial target).</li> <li>We have made it clear what we will do to realize management conscious of capital cost and stock prices. Based on the concept of improving PBR from the perspective of both ROE and PER, we will focus on improving the net profit ratio and the asset turnover ratio in enhancing ROE.</li> </ul>

Financial Targets				
		2023 (results)	2025	2030
Operating profit		139.1 billion yen	170.0 billion yen	240.0 billion yen
Operating margin		15.2%	17%	-
ROE		10.9%	15%	20%
Future-financial Targets				
		2023 (results)	2025	2030
Product-related	Niche Top sales ratio The indicator measuring the expansion of essential Nitto products	44%	50%	At least 50%
	PlanetFlags & HumanFlags category sales ratio The indicator measuring the expansion of PlanetFlags/HumanFlags products	36% Flags certified products	40%	At least 50%
	New products ratio The indicator measuring the creation of new products	41%	At least 35%	At least 35%
Environment-related	Waste plastics recycling ratio The indicator measuring the progress toward circular economy initiatives	47%	50%	60%
	Sustainable materials procurement ratio The indicator measuring the procurement of materials considering the environment	16% In Japan (non-consolidated)	20%	30%
	CO <sub>2</sub> emissions The indicator measuring the progress toward carbon neutral initiatives	525 ktons/year	550 ktons/year	400 ktons/year
HR-related	Engagement scores The indicator measuring employees' "sense of belonging," "work environment," and "physical and mental well-being"	81	78	85
	Challenge ratio The indicator measuring the percentage of employees who have taken on the challenge for value creation	37%	70%	85%
	Female leaders ratio The indicator measuring diversity initiatives	20%	24%	30%

## Progress in the Mid-term Management Plan

### Case 1 Transformation of Business Portfolio to Contribute to the Environment and Humanity

## PlanetFlags/HumanFlags Product Expansion

### Background/Objectives

Proclaiming the policy of placing ESG at the core of our management, the Nitto Group identified its material issues for sustainability (materiality) in a bid to simultaneously solve social issues and create economic value. The PlanetFlags/HumanFlags recognition scheme is our attempt to put into practice measures for materiality.

Under the scheme, the Nitto Group's products are assessed according to our unique standards from the two perspectives of contributions to the environment and human life. Products that are recognized as

making particularly significant contributions are certified as either a PlanetFlags product or a HumanFlags product.

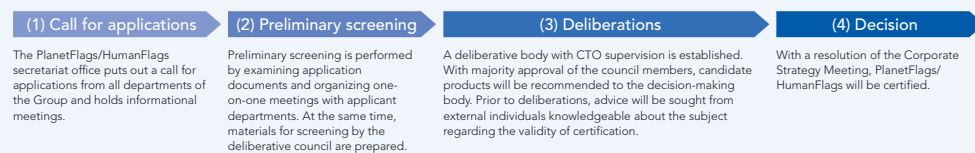
These recognition standards are also reflected in the selection of future projects in the development process. By allocating our R&D resources preferentially to products that are expected to receive recognition as PlanetFlags/HumanFlags, we will advance our efforts to simultaneously solve social issues and create economic value through business.

### Recognition Standards



### Screening and Recognition Process

PlanetFlags and HumanFlags products are certified once a year after the following internal recognition process:



### Progress and Strategies

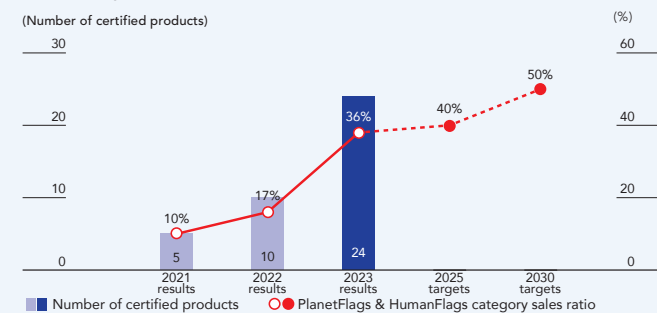
Through the creation of PlanetFlags/HumanFlags products, the Nitto Group aims to be a top ESG company that is essential for the global environment and human society. To visualize the progress in this endeavor, we set the PlanetFlags & HumanFlags category sales ratio as a KPI, shooting for 40% by fiscal 2025 and at least 50% by 2030. We will forge ahead with the achievement of these targets by exclusively focusing on selected project themes that are expected to be recognized as PlanetFlags/HumanFlags in the future, while evolving existing products into PlanetFlags/HumanFlags products. Furthermore, for those project themes that have been certified as PlanetFlags/HumanFlags, we will follow the Nitto-style Innovation Model (see P.15) to pursue both the solution of social issues and the creation of economic value by bringing those fledgling projects to the market by way of *Sanshin* Activities and the Niche Top Strategy, until they grow into Global Niche Top™/Area Niche Top™ products.

Some of the products certified as such in fiscal 2023 included polarizers with OCA (optically clear adhesive) (see P.29) to streamline customer processes, enhance energy efficiency, and significantly reduce waste.

Another key product was thermal conductivity insulation sheets for inverters (see P. 29), which are utilized in energy-efficient heat pump air conditioners to reduce thermal conductivity, thereby minimizing energy loss. The inclusion of these products contributed to a substantial increase in the PlanetFlags & HumanFlags category sales ratio, which rose to 36% (Flags certified products) from 17% in the previous fiscal year.

As concerns about climate change continue to grow, the development of PlanetFlags products that help address environmental issues is becoming increasingly urgent. For this to happen, we must seek collaboration with partners within and outside the company. Through the avenue of the Global Green Committee, which facilitates the decarbonization and resource recycling processes by way of technological changes, we will create new PlanetFlags products with the three axes of business divisions, regional headquarters, and functional departments cooperating organically. At the same time, we will work closely with business partners and suppliers to take diverse measures to accelerate the commercialization process, including gaining a stake in startups and venture businesses.

### PlanetFlags & HumanFlags category sales ratio and number of certified products



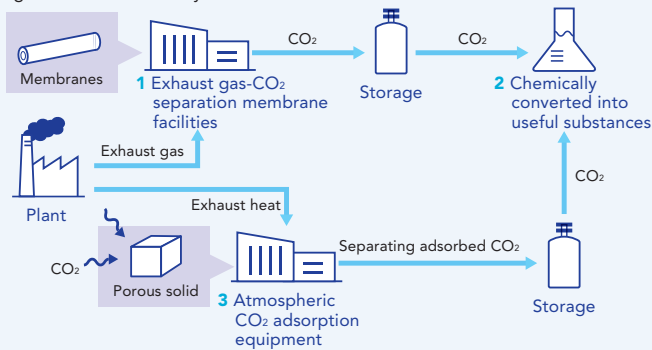
## Progress in the Mid-term Management Plan

### Case 2 Advancement of Innovation Model to Produce New Niche Top Products/Services

## Aiming to Realize the Negative Emission Factory Initiative

In addition to our ongoing campaigns to reduce energy consumption by shifting to solvent-free processes and energy conservation, the Nitto Group is accelerating development of negative emission technologies that capture CO<sub>2</sub> inevitably emitted during the manufacturing processes.

#### Negative Emission Factory Initiative



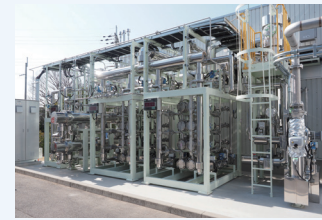
In May 2022, Nitto declared the Nitto Group Carbon Neutral 2050 out of the sincere wish to pass on this bountiful planet to future generations. In it, we make it clear that we will not only reduce our own CO<sub>2</sub> emissions but also help our customers reduce their CO<sub>2</sub> emissions through our products and solutions. As we work to establish technologies and businesses that allow us to achieve negative emissions, we are hoping to realize a sustainable environment and society.

One of the prime examples in this regard is our Negative Emission Factory Initiative, which leverages negative emission technologies for removing CO<sub>2</sub> from the atmosphere by capturing, absorbing, storing, and fixing atmospheric CO<sub>2</sub>. To ensure carbon neutrality by 2050, we will integrate the multifaceted technologies we have cultivated to target negative emissions by capturing CO<sub>2</sub> unavoidably released from our facilities.

#### Concrete Example 1

### Development/Introduction of CO<sub>2</sub> Separation Technologies

Nitto is spurring the development of technologies utilizing polymer membranes to separate and capture CO<sub>2</sub> from factory exhaust gas. At the Shiga Plant, we have introduced a demonstration unit (capacity: 300 tons/year) that directly captures boiler exhaust gas (low-concentration CO<sub>2</sub>), which began trial operation in March 2023. Our plan is to put these technologies to practical application and expand capacity by the end of fiscal 2025.



The demonstration unit in service at the Shiga Plant

#### Concrete Example 2

### Development of Technology for Chemical Conversion of Gas

To give the finishing touches to a total solution for CO<sub>2</sub> reduction, it is vital that we have a technology for converting captured CO<sub>2</sub> into other useful chemical substances. To this end, Nitto has developed an original technology producing formic acid. With a highly active catalyst, we have achieved world-class formic acid production efficiency. We have also reduced production costs through a method that facilitates the separation of the catalyst from the formic acid after producing the latter. We are currently working on its practical use.

#### Concrete Example 3

### Development of Technology for CO<sub>2</sub> Direct Air Capture

To realize negative emissions, we need technology for capturing CO<sub>2</sub> from the atmosphere (Direct Air Capture), in addition to reducing CO<sub>2</sub> that we emit. Nitto is also active in this technological sphere. By adding

low-temperature desorption performance, which is not available from conventional technologies, we use exhaust heat to achieve desorption, which also helps to reduce energy consumption.

Nitto combines these multiple negative emission technologies to offer total solutions for CO<sub>2</sub> reduction. By providing a link between ESG initiatives and new business opportunities, we will remain committed to embodying a unique concept of Nitto's ESG management: seeking solutions to social issues and creating economic value simultaneously.

#### TOPIC

### Introduction of a Negative Emission System in the Livestock Industry

We are working with Air Water Inc. (Headquarters: Osaka City) to efficiently produce formic acid from CO<sub>2</sub> and hydrogen using advanced conversion technology. Using a material derived from livestock manure biomass, this initiative is designed to achieve carbon-negative production of formic acid. Having built production equipment adjacent to a hydrogen production plant within Shikaoi Hydrogen Farm\* (Shikaoi Town, Hokkaido), a demonstration started in April 2024. Formic acid produced there is sent to dairy regions for use as additives to grass silage, which contributes to the realization of a sustainable society through the utilization of CO<sub>2</sub>.



Formic acid production equipment

\* A joint venture between Air Water Hokkaido Inc. and KAJIMA CORPORATION

Please refer to our corporate website for more details.  
[https://www.nitto.com/jp/en/press/2023/1219\\_02.jsp](https://www.nitto.com/jp/en/press/2023/1219_02.jsp)



## Nitto Group's Financial Strategy as per the Chief Financial Officer



### Creating Great Financial Value by Leveraging Future-Financial Capital and Maximizing Capital Efficiency Is Key to Achieving the 2030 Ideal State

Building a robust business portfolio immune to the external environment as we create essential Niche Top solutions through the optimal allocation of management resources.

#### Yasuhiro Iseyama

Director, Senior Executive Vice President, CFO  
General Manager of Corporate Accounting & Finance Division

#### Fiscal 2023 in Review

In fiscal 2023, the Nitto Group performed solidly once again, following the previous year when record profits were posted, with ROE (return on equity attributable to owners of the parent company)—one of the most important financial targets—topping the 10% mark for four consecutive years to reach 10.9%.

Nevertheless, it was also a challenging year for us, as we experienced a substantial decline in demand for products for high-end notebook computers and tablet computers, as well as CISFLEX™ for high-capacity HDDs used by data centers, in the electronics market—one of our mainstay markets. Despite these adverse circumstances, we were able to maintain the level of operational performance as some of our pre-emptive measures paid off, including aggressively allocating

management resources to fast-changing growth markets (automotive displays and VR [virtual reality] products being prime examples) and trimming costs incurred for low growth, less-profitable products as we remained on track for structural reform. Our stock price, too, hit a new all-time high since fiscal 2017, which we believe is a sign that the stock market has given a measure of appreciation to our initiatives for business portfolio transformation.

#### Converting Future-Financial Activities into Financial Value Through Nitto's Unique Approaches – Human Resources are the Core of Value Creation

To sustainably increase corporate value, the Nitto Group has a strong

commitment to “converting future-financial activities into financial value.” This approach has two distinctive features.

First, every unique initiative by Nitto functions organically to create financial value. For instance, the Niche Top Strategy, which is synonymous with Nitto, is a differentiation strategy that we hope will give us the leading market share based on our technological advantages and solid relationships with customers. This strategy helps us win a steady flow of orders at fair prices, which in turn increases our revenue and margins. *Sanshin* Activities, on the other hand, is the Nitto Group's traditional marketing approach designed to expand revenue by stimulating new demand through new application development and new product development. Through GATE, which has a very high percentage of employee participation, we have been able to establish a corporate culture where everyone constantly asks themselves how they can enhance productivity or reduce costs. We believe these unique activities sustain high margins and capital turnover, leading to increased ROE and ROIC.

The other thing that makes our approach so unique is that these initiatives of Nitto's hallmark have been instrumental in creating financial value out of future-financial capital, including human resources. Recognizing human resources as the core of our new value creation, we selected the challenge ratio and engagement scores as HR-related indicators for our management targets in the mid-term management plan. Going forward, by further advancing our corporate culture into one where diverse individuals enjoy taking on challenges spontaneously, we will further invigorate our unique initiatives and enhance engagement to accelerate innovations. Our goal is to see numerous PlanetFlags/ HumanFlags emerge from the company as a result of all this, and by developing them into Niche Top products, we will achieve the dual objectives of contributing to the global environment and human society while creating financial value.

#### Promoting ROIC Management Aiming for Higher Capital Efficiency

In our mid-term management plan “Nitto for Everyone 2025,” we are shooting for 15% ROE by fiscal 2025, the final year of the plan. To attain this target, we are closely looking at the net profit ratio and

asset turnover ratio and do not intend to use financial leverage aimed at short-term ROE improvement. Nitto refers to ROIC as an internal KPI for business management. Every year, we set a target ROIC for each business sector during the annual budgetary process, monitoring progress, and, if deemed necessary, consider improvement every quarter using the PDCA cycle. We also calculate WACC (weighted average cost of capital) for each business to set a hurdle rate for ROIC, in an effort to perform management by objectives with expectations of our stakeholders in mind. Since I took office as CFO in 2020, I have remained committed to propagating ROIC within the Nitto Group. Believing in the utility of executive-level training, I made it a rule to take time to explain the importance of this management indicator and share where we are when Nitto's senior executives gather every six months at the global conference. I do this because if they understand ROIC well and link it to management by objectives and personnel evaluation within their organizations, I believe that the entire organization will be better informed.

Also, in response to the Tokyo Stock Exchange's request to listed companies, we have announced our "Action to Implement Management

that is Conscious of the Cost of Capital and Stock Price." By including ROE among key management indicators, we will stay focused on management that is conscious of the cost of capital and stock price as we work to increase our corporate value over the medium to long term.

### Preferentially Allocating Cash to Growth Domains

Our cash allocation priorities are: 1. Capital investment, 2. Cash dividends, 3. M&As, and 4. Acquisition of Treasury Shares. Capital investment and M&As are aimed at transforming our business portfolio, and we will invest proactively in the three focus domains of Power & Mobility, Digital Interface, and Human Life.

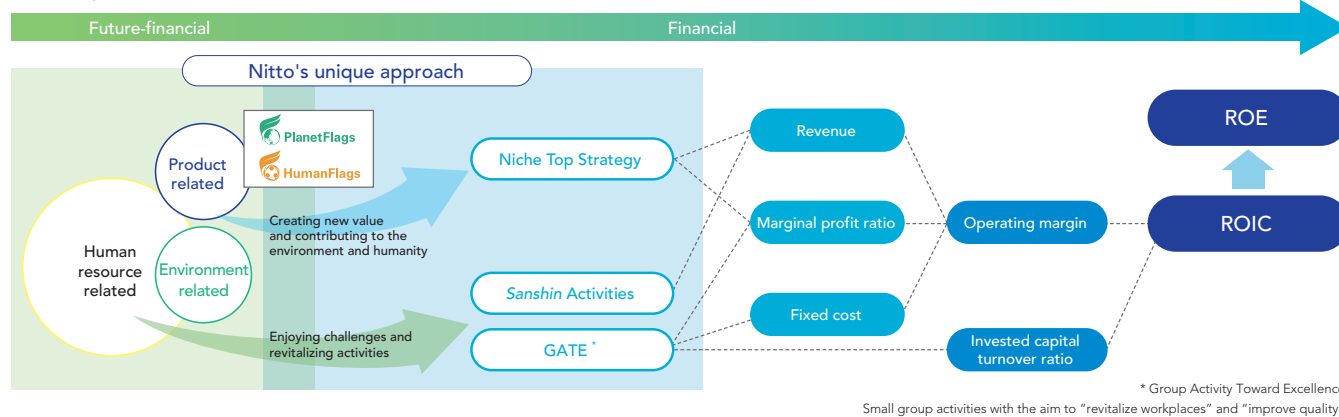
During the three-year period of the ongoing mid-term management plan, we plan capital investment totaling 270.0 billion yen. We regularly monitor the capital investment of each business division against their annual budget to analyze their progress and the specifics of their investments. Let me give you an example of our investment related to the environment. We are replacing coaters for applying adhesives with ones with minimal environmental impact to shift to solvent-free processes,

which reduces Scope 1 emissions. When we replace machines, we ensure that their value is enhanced by implementing efficiency improvements. This includes increasing productivity, consolidating the number of machines needed, and optimizing operator usage to streamline operations.

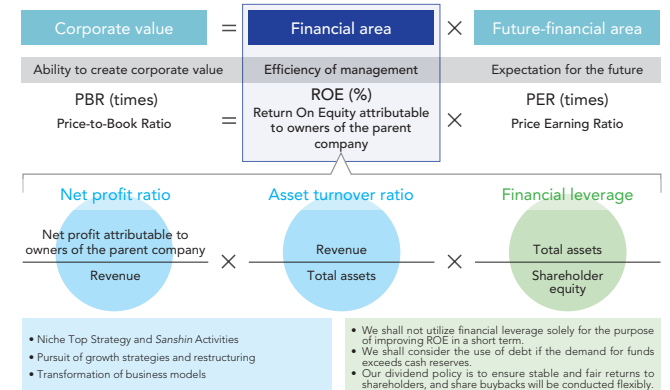
For this mid-term management plan, we have set aside a total of 150.0 billion yen for M&As. However, if we should have a project that we believe will benefit our future growth, we will respond flexibly, regardless of this budget. What we expect from our M&A partners is that they can create synergies with Nitto's technologies.

Our policy on shareholder returns is to pay dividends consistently and stably, encouraging long-term ownership. Our stance is to maintain stable dividend payments, regardless of short-term profit fluctuations, and recently, we have increased dividends for three consecutive years. From a long-term perspective, we consider it more appropriate to determine dividend amounts based on the ratio of dividends to capital rather than profits. Thus, we aim to keep our DOE (dividend-on-equity) ratio at 4% or higher.

### Converting Future-financial Activities into Financial Value



### Our Approach to Improve ROE

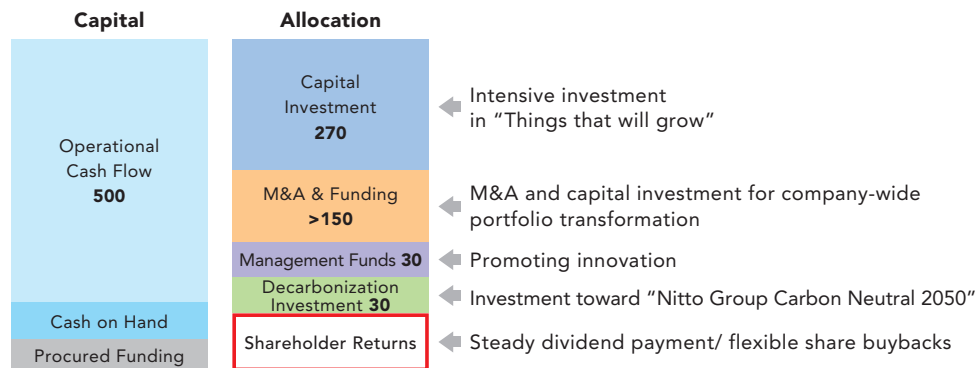


We acquire treasury shares if and when we have excess financial capacity. We have acquired treasury shares for two consecutive years in fiscal 2022 and fiscal 2023. Pursuant to the basic policy "The Company's treasury shares that have been repurchased will continue to be held on the condition that their specific uses have been clearly defined (e.g., remuneration for Directors), and cancellation will be considered for any shares exceeding the required amount," we have cancelled part of our treasury shares.

### Constructive Dialogues with Stakeholders

Nitto is open to constructive dialogues with stakeholders. In fiscal 2023, we spoke with a total of 590 institutional investors, an increase of 83 from the previous fiscal year. To help them deepen their understanding of the Nitto Group's initiatives for its mid-term management plan, we will continue having such dialogues with our stakeholders. The comments on Nitto they make during dialogues will be shared with management at Board of Directors meetings and other occasions, to reflect them in our

Cash Allocation (3-year cumulative total for 2023-2025)  
(billion yen)



management. To give you one such example, we have been reducing cross-shareholdings based on our own criteria for retaining or selling them. Having sold all of our cross-shareholdings by the end of fiscal 2023, we have established a "Zero-Cross-Shareholding Policy," which states that we shall not have any cross-shareholdings going forward.

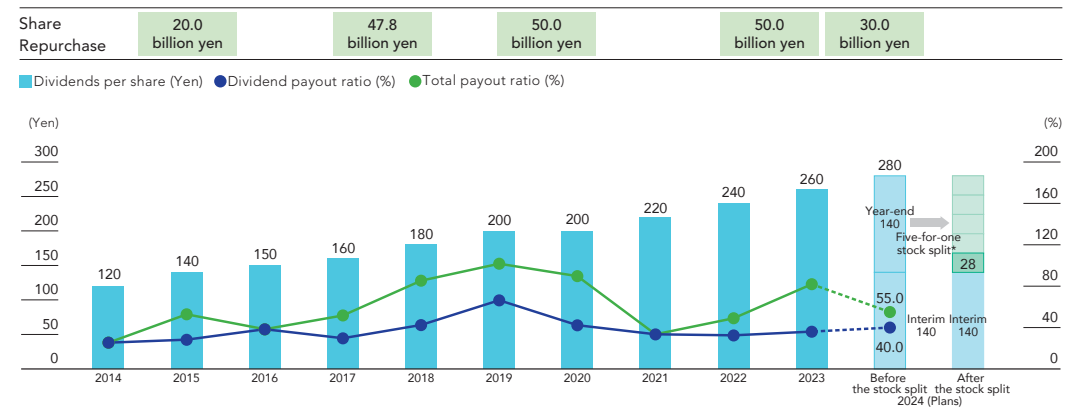
### In Pursuit of the 2030 Ideal State

The Nitto Group aims to be an "essential top ESG company," which is the 2030 Ideal State that we hope to reach. We believe that we can achieve this if we meet financial targets and future-financial targets laid out in the mid-term management plan "Nitto for Everyone 2025," and achieve simultaneously solving social issues and creating economic value. To this end, we have to consistently create "products," "functions," and "business models" that are essential for our customers, society, and the planet. As CFO, I believe it is my responsibility to allocate our

management resources to growing businesses and human capital, which are crucial for this growth. I'm also convinced that this is the way that leads us to build a robust business portfolio immune to the external environment.

We will remain focused on the enhancement of the corporate value of the Nitto Group through constant dialogues with our shareholders, investors, and other stakeholders.

### Shareholder Returns



\*The Company resolved, at a meeting of its Board of Directors on May 2024, to implement the five-for-one common stock split, effective as of October 1, 2024. The interim dividend for the fiscal year ending March 31, 2025, on the record date of September 30, 2024, will be paid based on the number of shares before the stock split. The year-end dividend forecast for the fiscal year ending March 31, 2025, describes both of dividend forecast before the stock split and after the stock split.

## Nitto Group's R&D Strategy as per the Chief Technology Officer



### Leveraging the Unique Future-Financial Value of Nitto to Establish an Innovation Process That Positions Us as a Top ESG Company

To create products and services that qualify for both PlanetFlags/HumanFlags and Global Niche Top™, Nitto proactively seeks to expand future-financial value. We will also make active use of digital technology to accelerate the conversion from future-financial to financial value.

#### Yosuke Miki

Director, Senior Executive Vice President, CTO  
General Manager of Corporate Technology Sector

#### Completed Drastic Change in Our Awareness to Be a Top ESG Company, We Will Expedite Transformation

In accordance with our management policy of “placing ESG at the core of management,” Nitto has committed to simultaneously solving social issues and creating economic value since fiscal 2021. Considering ESG initiatives as a way to invest in “future-financial” value that enhances corporate value over the mid- and long-term, we are making dedicated efforts to establish a scheme that amasses and expands “future-financial” value and converts the same to financial value, i.e., revenue.

Now, what we mean by “future-financial” value is intangible assets that are unique to the Nitto Group, which include Nitto’s core technologies

cultivated by many years of R&D efforts, intellectual property gained in the course of said efforts, and close relationships with customers forged through business. Every one of these is a source of competitive edge for the Nitto Group’s business. Another key “future-financial” value is Nitto’s unique corporate culture. Here, we have *Sanshin* Activities and the Global Niche Top™ Strategy, which are now part of the body and soul of all employees, an ever-positive mindset to take on new, challenging tasks, the cross-departmental convergence of a myriad of technologies, and open innovation through alliances with external parties to access new technologies.

Investment in R&D will be accumulated as part of Nitto’s unique “future-financial” value, which drives and propels the creation of new products and businesses. Our plan is to convert this “future-financial” value into revenue

through the three avenues of “creation of new businesses,” “expansion of existing businesses,” and “monetization by intellectual property strategies.”

In 2022, for every member of the technological development team to place ESG at the core of management in their own fashion, we established the recognition scheme for PlanetFlags/HumanFlags (products contributing to the environment and/or human life). We have also made it clear that we will not allocate resources to any new R&D project unless it aims to develop PlanetFlags/HumanFlags products.

Looking back, the announcement of this policy was met with surprise by the members of the technological development team, and I presume many were perplexed. This being the case, I took every opportunity to share my wish with the team: to make Nitto a company that inspires future generations to say, “I want to work at Nitto.” I would also repeatedly tell them that the first step to achieving this vision is contributing to the environment and humankind, which I believe is the direction Nitto should be pursuing. At the Technology *Kuruma-za* round-table talk, where executives from the corporate technology sector and development teams of each business execution department gathered, we thoroughly discussed how the Nitto Group should contribute to the environment and humankind, aiming to deepen mutual understanding. Thanks to these efforts, the new policy permeated the entire R&D team in a matter of six months, and it took us only a year or so before almost all our R&D projects had been replaced with those aspiring to create PlanetFlags/HumanFlags products. At the end of the day, the replacement went more smoothly than expected, which was greatly satisfactory.

When we try seeking solutions to social issues and creating economic value simultaneously, however, the latter is far more difficult. Making contributions to society is just the beginning; we also need to ensure that it makes business sense. The most challenging part is converting “future-financial” value into “financial” value.

Here, let me explain the rationale behind our attempts to monetize project themes aimed at PlanetFlags/HumanFlags recognition, followed by what we are doing to boost “future-financial” value, which is the driving force behind it all.

## Creating Products and Services that Qualify for Both PlanetFlags/HumanFlags and Global Niche Top™

One new business that we expect will combine PlanetFlags/HumanFlags and the Global Niche Top™ involves a project aimed at achieving carbon-neutral and carbon-negative operations. Its objective is to reduce CO<sub>2</sub> emissions by recovering CO<sub>2</sub> from factory effluents and converting the captured CO<sub>2</sub> into valuable resources for reuse. It even aims to capture CO<sub>2</sub> directly from the atmosphere.

This project has its origin in the water treatment membrane technology Nitto has been working on since the 1970s. We developed technology for producing ultrapure water for semiconductor fabrication lines in the 1980s and for seawater desalination in the 2000s. This business continued to expand, and in the 2010s, we came up with a water membrane module for zero liquid discharge.

For this new business, we applied the technologies and knowhow we have cultivated thus far to work out techniques for separating several different kinds of gases. The end result is a membrane module that separates and recovers CO<sub>2</sub> from factory effluents. We have installed a demonstration unit at our Shiga Plant, which is currently on a test run. We plan to launch this business in full swing sometime in fiscal 2025.

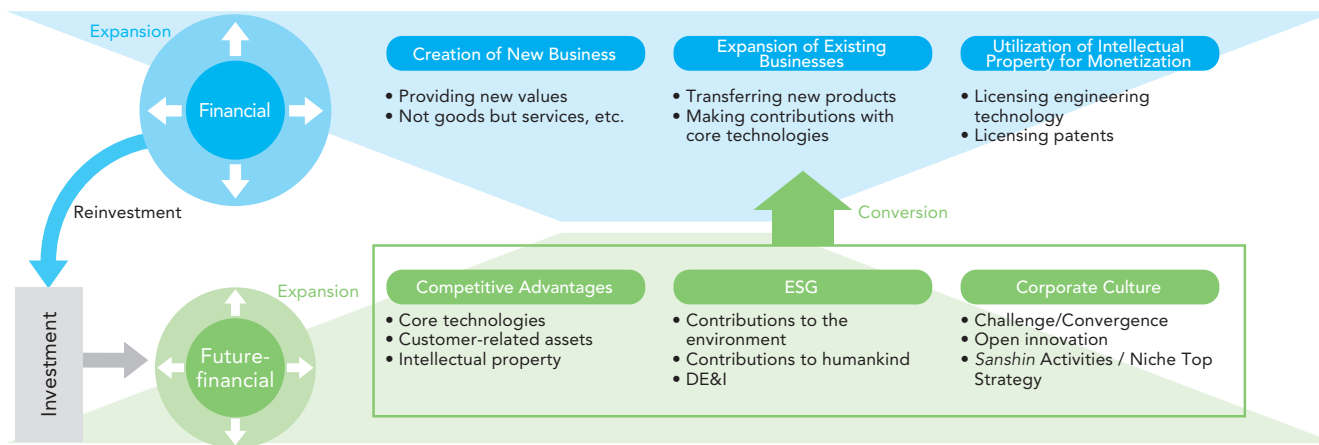
Another project that I wish to talk about here involves the development of technology for converting CO<sub>2</sub> into valuable products, ensuring efficient use of the recovered CO<sub>2</sub>. Jointly with an overseas research institution, the Nitto Group has successfully established technology for producing formic acid from CO<sub>2</sub>. Our proprietary catalyst design resulted in world-class formic acid production efficiency. We also added a new twist to process technology to significantly reduce costs. Widely used by dairy farmers to adjust the fermentation of livestock feed, formic acid is also attracting much attention as a carrier of hydrogen, the main ingredient of next-generation fuels.

With this chemical conversion technology, in fiscal 2023, we commenced demonstration tests for producing formic acid from CO<sub>2</sub> emitted in the process of producing biogas from livestock manure in Shikaoi Town, Hokkaido. Formic acid produced there will be used to adjust the fermentation of livestock feed again, completing a carbon cycle on the spot.

I have to say that monetizing environment-related projects may not be easy, but I believe we can solve a bottleneck if we can create a carbon cycle at the sources of CO<sub>2</sub> emissions. So, "local production for local consumption" also applies to CO<sub>2</sub>.

Because environment-related projects are considerably affected by regulations and the stance of local authorities in each region and country, we gather relevant information at our bases in Europe and the U.S. to keep updated on the latest trends. In cases where prompt decisions are needed, we designate a "technology fund," which grants the CTO authority to allocate funds up to a certain amount promptly. This allows us to act quickly and seize monetization opportunities without fail.

Concept of Converting from the Expansion of "Future-financial" to "Financial" Value



## A Variety of Initiatives to Enhance Future-Financial Value

Nitto is undertaking a variety of initiatives designed to enhance technology-related "future-financial" value.

In 2023, we began revisiting our core technologies. Before, we defined "adhesion," "coating," "polymer function control," and "polymer analysis and evaluation" as our core technologies. Some thirty years after they were defined as such, however, we began to hear people say, "It's hard to imagine Nitto's current business line" or "(These technologies) don't provoke any imagery for partnerships or alliances."

Having revisited the list for the first time in about thirty years, we have compiled a set of eight core technologies that we believe will give people a proper impression of Nitto today. They are: "adhesion," "optical design," "circuit formation," "thin layer formation," "porous formation," "separation," "oligonucleotide synthesis," and "DDS." Furthermore, we shed light on peripheral technologies linked to these eight core technologies, which should be continuously expanded and deepened as the sources of the Nitto Group's competitive advantages.





I wish to also mention an event called Nitto Innovation Challenge (NIC), a convention dedicated to the creation of new businesses. At this event, all employees of the Nitto Group are invited to offer their ideas on new businesses and products. Promising ideas are given support from the company to further explore their feasibility. Every year, we have around 1,000 applications to NIC. This is its fifth year, and we have had more than 1,500 ideas. This participative event is playing a key role in cultivating Nitto's corporate culture, which is to "Enjoy challenges."

### Nitto's Unique R&D Digital Strategies

Let me now walk you through the Nitto Group's digital transformation (DX). At Nitto, we are aggressively working on new value creation by utilizing digital data, on top of the application of material informatics (MI), to shorten research and development lead time and improve operational efficiency.

Let me give you an example. Since 2008, we have implemented a business model called Roll to Panel™ for the business related to flat-panel polarizer for large-screen TV market. What we are doing is bringing our polarizing films directly to customers' production lines and laminating them on-site. By sharing detailed data collected while manufacturing polarizing films, we guarantee high productivity for customers. In those days, when not many persons were familiar with DX, an intermediate materials supplier like Nitto succeeded in an advanced attempt to utilize digital data to deliver high value, which gave us great confidence.

We hope to see more of such examples, but recruiting and developing digitally proficient personnel from scratch after they join us requires significant time and cost. To address this bottleneck, in 2018, we began collaborating with Shiga University, which established Japan's first Faculty of Data Science. This partnership aligns with our policy of accessing the digital technologies needed for our business through external collaborations to achieve efficient results. In 2022, we reinforced this partnership by establishing the Shiga University and Nitto Denko Digital Innovation Research and Development Center.

Setting up a special team, Shiga University has lost no time developing algorithms that we need for our business undertakings. What makes this partnership different from ordinary joint research attempts is that,

in addition to the opportunity it provides for dispatched engineers to acquire digital technologies, it helps raise the overall level of digital skills among the Nitto engineers through such opportunities as periodical workshops and lecture meetings. Another major benefit is that the students get to know Nitto's appeals through joint research, giving us opportunities to recruit talented engineers.

Nitto has also begun working on generative AI, which is attracting a considerable amount of attention for its rapid progress in recent years. As generative AI continues to evolve and becomes more widespread, all companies will eventually have access to similar tools that produce comparable outputs. Consequently, it will become increasingly challenging to achieve positive differentiation. Keenly aware of this risk, we plan to differentiate ourselves by bypassing the existing generative model and inputting Nitto's proprietary data.

We are fortunate enough to have a wealth of aforementioned future-financial values that we can use for data input. From technical reports that generations of our researchers and developers have authored in relation to our core technologies, to records of *Sanshin* Activities that have been pursued in a broad range of markets from agriculture to electronics and the resultant human network, these are precious assets that are only available to Nitto.

These kinds of information have hitherto been linked via humans, who then created value. Nitto's advantage here was that we are relatively more proficient at this, and with generative AI in our hands, we can create value more efficiently. At present, we are sorting out the Nitto Group's proprietary data and creating a database in a hurried move to establish an advanced value-creation process.

### Accelerating R&D with Both Forecasting and Backcasting Approaches

We have defined a set of eight core technologies. If we look back on how these technologies were established, it is evident that they evolved as a result of our sincere efforts to meet customer demands, often realizing only afterward how significantly we had progressed. Think hard what lies beyond their requests and proactively develop the necessary technology to keep abreast of customers' plans. This is one of the



beauties of *Sanshin* Activities, and I believe we have to keep exploring such endeavors. But at the same time, *Sanshin* Activities may not help us see the needs that customers do not expect from the Nitto Group, raising concerns that we may miss growth opportunities amid significant societal changes in the future. You may have noticed this, but our list of core technologies does not cover some elements that are expected to assume greater importance going forward, such as digital technology, data business, and system architecture. This is because we have yet to develop those technologies well enough to call them "sources of positive differentiation."

With this in mind, we plan to allocate more of our resources in a new direction: predicting changes in society and the environment of the future and then taking a backcasting approach to prepare necessary technologies. By advancing *Sanshin* Activities furthest in areas close to the field and forecasting future technology needs, alongside backcasting from the envisioned future society and the shape that the Nitto Group should take in it, we can anticipate technologies that may become necessary in broader fields. These two complementary approaches will help enhance the accuracy of our vision and increase our return on investment. You can count on Nitto as we move ahead.

## Round-table Talk: Passionate About Creating PlanetFlags/HumanFlags Products

### Visualizing Products' Contributions to the Global Environment and Human Life, and Advancing Toward Becoming an Essential Entity in the World Through Our Unique Approaches



**Nobuyuki Aoki**

Senior Vice President  
Representative Director,  
Nitto Analytical Techno-Center Co., Ltd.  
(General Manager of Corporate  
Strategy & ESG Management  
Division at the time of this talk)

**Hiroyuki Takao**

General Manager,  
Development Department 2,  
Research and Development Division,  
Information Fine Material Sector

**Kazunari Kinose**

Manager  
Mobility Product Strategy Section 3,  
Planning Department 1,  
Business Division,  
Nitto (China) New Materials Co., Ltd.

**Shunsuke Managi**

Distinguished Professor  
Director, Urban Institute,  
Kyushu University

#### Excelling in Our Core Competencies to Simultaneously Contribute to Society and Create Economic Value

› **Aoki:** In 2022, the Nitto Group established a PlanetFlags/HumanFlags (products contributing to the environment and/or human life) Recognition Scheme with the aim of simultaneously solving social issues and creating economic value. This forms the core of Nitto's unique ESG management.

Prof. Managi has been involved in this program ever since its formulation. Looking back, what thought is in your mind?

› **Managi:** If I remember correctly, I was invited to join the process because I was reviewing integrated reports by businesses or otherwise at a time when I was involved in the IPCC\* at the United Nations. At that time, people began to take notice of human capital and natural capital, in addition to infrastructures, for the measurement of social value. Nitto led the way in this emerging trend and came up with the PlanetFlags/HumanFlags concept, which I found very appealing because it incorporated both viewpoints. In Japan, private enterprises often move

faster than the national government, and I presume investors highly appraise businesses who take the initiative in everything, which I believe is because they can entertain great expectations over the long term. I was told that two of you here from the field had the products certified as PlanetFlags/HumanFlags products. I am curious to know what your products are like.

› **Takao:** I was involved in developing highly durable polarizers for automobiles, which are used for a variety of displays in a car. To ensure maximum safety, this component must achieve high viewability, allowing drivers to see the display from various angles. Furthermore, polarizers for automobiles are exposed to a high-temperature environment, so they have to have high durability to keep their viewability higher than other displays. This product was certified as a HumanFlags product because of its outstanding durability.

› **Kinose:** I am engaged in sub-gasket products for fuel cells of commercial vehicles. Fuel cells are like electric dynamos. Electric vehicles powered by lithium-ion batteries are the most common environmentally friendly vehicles, and they are good for a relatively short or medium range. For commercial vehicles like long-haul trucks, on the other hand, fuel cells are often chosen for their charging time and economic efficiency, and the sub-gasket product seals the "heart" of this dynamo. This product received a PlanetFlags certification for its extended life, which is made possible by high durability. It extends fuel cells' stack lifetime, which results in a longer driving range. Nitto began developing this product even before any customer asked us to do so, offering it to the market before everyone else.

\* Intergovernmental Panel on Climate Change. Established in 1988 jointly by the World Meteorological Organization (WMO) and the United Nations Environment Programme (UNEP).

#### Marked Changes in the Development Team after the Launch of the Recognition Scheme

› **Managi:** That must be a very significant development. From what you hear from your customers, do you feel the need to address environmental and social issues is growing?

› **Kinose:** Definitely, yes. As the whole world becomes increasingly committed to contributing to the environment, I can see the breeding ground for innovation expanding. That said, the reality is that this



world is so changeable and unpredictable, which greatly confuses customers. We can no longer rely on our traditional approach of identifying and fulfilling customers' latent needs, as it often takes time. What we are now expected to do is imagine what the future market will want by understanding current customer desires and acting proactively to offer original solutions. We do have many such opportunities to offer our original proposals, which I perceive as great commercial potential.

› **Takao:** From the perspective of HumanFlags, I can say that the industry itself is moving toward creating comfortable living and promoting digitalization. Because Nitto originally concentrated most of its resources on products that contribute to humankind, we can tap into our traditional strengths to further drive these initiatives. We began receiving more customer requests for environmental contributions several years ago, but cost and functional characteristics inevitably took precedence. More recently, however, our products are chosen because of their environmental contributions in a greater number of cases, which leads me to believe that we no longer have to discuss what is “ideal,” but are ready to put our vision into practice.

› **Aoki:** Customer requirements are indeed tough, but it is important to first help satisfy their needs and solve their issues. Two years have passed since the scheme was launched. Have you noticed any change in your workplace?

› **Takao:** The Group has announced a policy of focusing on PlanetFlags/HumanFlags products, but it does not change anything dramatically overnight, and I guess it will gradually filter into our thinking. As we have more opportunities to have someone talk about this policy at recognition deliberative body meetings, commendation ceremonies, and other events, I can see the philosophy behind PlanetFlags/HumanFlags has settled naturally in our division. When we set about a new product development project, it is now the norm for us to first consider if we can use recycled materials when selecting materials or if there is any concern that the product may end up increasing CO<sub>2</sub> emissions, which makes me feel something has changed.

## Recognition Standards that Reflect Nitto's Essential Values

› **Managi:** I believe that we need to see diversity in product development as well. What do you value most when you select which products to recognize as PlanetFlags/HumanFlags products?

› **Aoki:** We have three criteria: necessity, level of solution, and level of industry-leading. First and foremost, such products must be able to solve Nitto's material issues for sustainability. We then assess them based on necessity, gauging potential demand and their ability to solve issues, as well as their level of industry-leading, which positions them to lead the industry. Each division sends entries, which are deliberated on by a deliberative body chaired by the CTO and certified as such by the Corporate Strategy Meeting.

› **Managi:** Nitto has many Niche Top products, and I presume they stand out in the market for their leading position in the first place.

› **Aoki:** All the more so, we were puzzled as to how we should balance traction in the market, which every Niche Top product is expected to have, and traction in society, that is, how much they contribute to the global environment and human life. This recognition scheme places paramount importance on contributions to the global environment and human life.

› **Managi:** I see. The yardstick for “traction” of PlanetFlags/HumanFlags products is heavily dependent on the magnitude of social issues they may solve. I think it is the quality that we can normally expect from Nitto: Setting detailed criteria to make an overall evaluation before granting recognition. Another thing that I think is very unique is that, over the entire product life cycle from procurement of raw materials to disposal of end products, each candidate is assessed for their impact on the environment. To screen candidates for PlanetFlags, you also need to take their Scope 3 emissions into account, right? This approach allows you to determine whether to address an issue by altering materials or tweaking the operation. I can see that those products are developed not to get recognition but to contribute to the global environment and human life for the benefit of stakeholders.

› **Aoki:** We also invite external specialists to the screening process to ensure objectivity. After all, it is our stakeholders outside of the Group who determine if our offerings are essential for them or not.

## Realizing Nitto's ESG Management

› **Kinose:** So, Niche Top products and PlanetFlags/HumanFlags products have different perspectives. Though, in fact, they both also need to be economically efficient. Working close to the market, I have observed that what customers really look for in eco-friendly products is economic efficiency.

› **Aoki:** Because fuel cells were originally developed for environmental conservation, their economic performance, specifically streamlining of production costs and enhancement of fuel efficiency, is crucial for gaining greater popularity in the market.

› **Kinose:** True. To this end, Nitto can provide high-performance intermediate materials at appropriate prices in our BtoB transactions, so that we can help customers lower the costs of their end products and accelerate their diffusion in the market.

› **Managi:** I suppose the environmental business itself is still a niche market, given all sorts of managerial issues facing private businesses.

› **Kinose:** This market is new and changing fast, and so it is quite difficult to foresee which technology will bring about what value. Furthermore, in the environmental sector, it is crucial to recognize that customers' future needs often evolve, so determining which customer base to serve is essential. Going forward, every player in supply chains will be required to reduce their CO<sub>2</sub> emissions more, which I believe will bring them closer to what Nitto is striving to achieve in terms of environmental contribution, like PlanetFlags products.

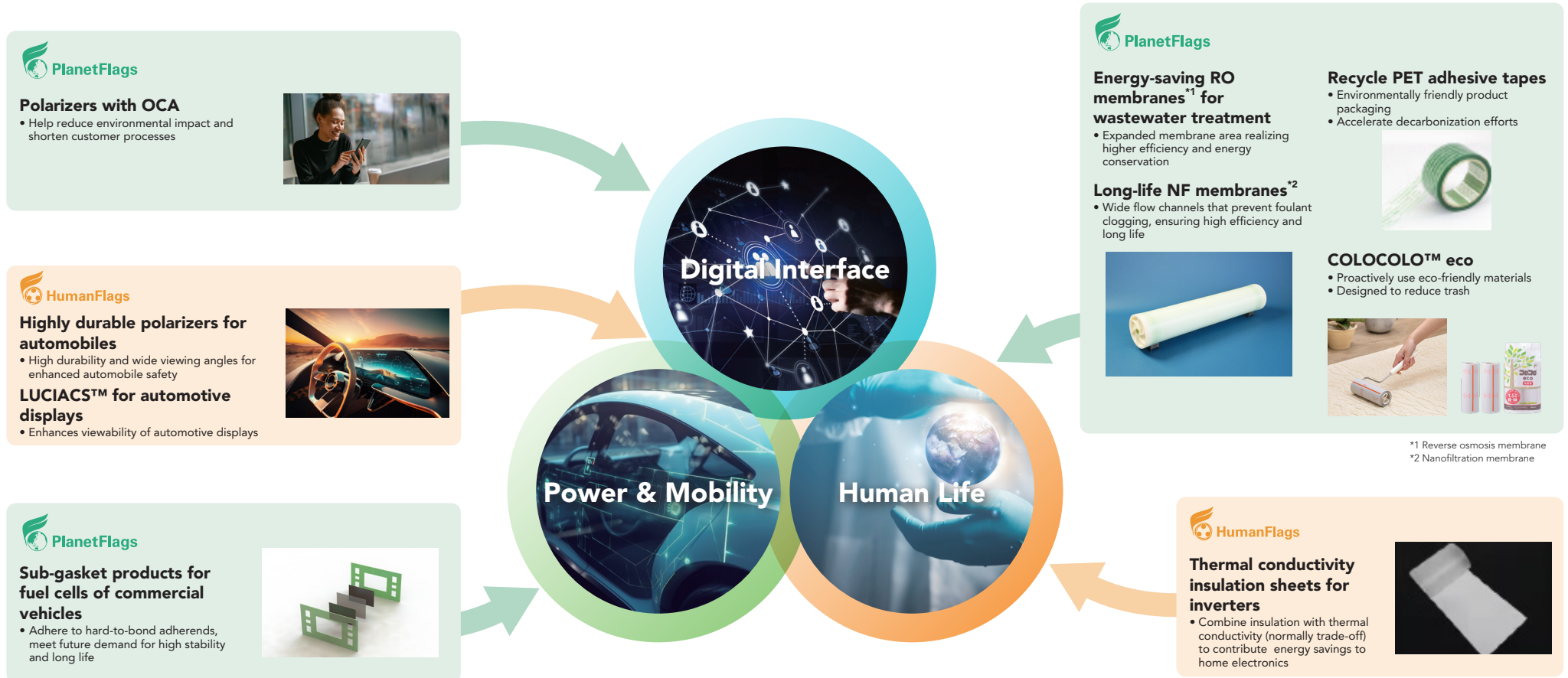
› **Takao:** We also think that even existing products that have a proven track record and economic performance need to be improved by adding environmental input. Polarizers for automobiles, for example, have undergone countless improvements. It is quite hard to keep raising the bar as we have to squeeze out novel ideas to push continued evolution, but the ideal situation is that recognized products come naturally as a result of continued endeavors. If we do so, we should see the percentage of products recognized as such eventually rise.

› **Aoki:** Developing products in line with the concept of PlanetFlags/HumanFlags and working to develop them into Niche Top products— This is what Nitto does for its ESG management. Our ultimate goal is to have PlanetFlags or HumanFlags products and Niche Top products all unified into one category, rather than remaining as separate entities.

## “Essential” Nitto Products

The Nitto Group delivers “essential” products that help to realize a sustainable future and support well-being for everyone by serving the global environment, humankind, and society as our “customers.”

Please refer to our corporate website for details of PlanetFlags/HumanFlags.  
<https://www.nitto.com/jp/en/sustainability/infocus/flags/>







## Impact on society

<b>NEW</b> Recycle PET adhesive tapes	<ul style="list-style-type: none"> <li>Life cycle CO<sub>2</sub> emissions: -56%</li> <li>Using recycled PET for material circulation</li> </ul>
<b>NEW</b> Energy-saving RO membranes for wastewater treatment	<ul style="list-style-type: none"> <li>CO<sub>2</sub> emissions from wastewater treatment: -24%</li> <li>Contribution to water resource recycling and energy conservation by efficiently reusing wastewater</li> </ul>
<b>NEW</b> Long-life NF membranes	<ul style="list-style-type: none"> <li>Total waste disposed of: -33%</li> <li>Contribution to water resource conservation and reduced environmental impacts by lower frequency of cleaning and replacement</li> </ul>
<b>NEW</b> COLOCOLO™ eco	<ul style="list-style-type: none"> <li>Life cycle CO<sub>2</sub> emissions: -17%</li> <li>Eco-friendly adhesives, recycled paper, and ink contribute to resource recycling</li> </ul>
<b>NEW</b> Polarizers with OCA	<ul style="list-style-type: none"> <li>Life cycle CO<sub>2</sub> emissions: -13%</li> <li>Total waste disposed of: -50%</li> </ul>
<b>NEW</b> Sub-gasket products for fuel cells of commercial vehicles	<ul style="list-style-type: none"> <li>Total waste disposed of: -20%</li> <li>Contribute to realization of a hydrogen society and reduction in CO<sub>2</sub> emissions</li> </ul>
RO membranes for ZLD (Zero Liquid Discharge)	<ul style="list-style-type: none"> <li>CO<sub>2</sub> emissions from wastewater treatment: -63%</li> <li>Contribute to water resource recycling and energy conservation by efficiently reusing wastewater</li> </ul>
Low VOC double-sided tape	<ul style="list-style-type: none"> <li>Life cycle CO<sub>2</sub> emissions: -41%</li> <li>VOC emissions: -90%</li> </ul>
Bio based adhesive tape with recycled films	<ul style="list-style-type: none"> <li>Life cycle CO<sub>2</sub> emissions: -45%</li> <li>Contribute to resource recycling with recycled film and bio based adhesive</li> </ul>



## Impact on society

<b>NEW</b> Thermal conductivity insulation sheets for inverters	<ul style="list-style-type: none"> <li>Solve energy supply issue</li> <li>Energy-saving air-conditioning to sustain comfort in living</li> </ul>
<b>NEW</b> Highly durable polarizers for automobiles	<ul style="list-style-type: none"> <li>High durability for safe driving</li> <li>Wide viewing angles for multi-functional, large-sized displays</li> </ul>
<b>NEW</b> LUCIACS™ for automotive displays	<ul style="list-style-type: none"> <li>High durability for safe driving</li> <li>Prevent displays from changing colors due to high temperature for enhanced viewability</li> </ul>
Contract manufacturing for bulk oligonucleotide therapeutic	<ul style="list-style-type: none"> <li>Accelerate oligonucleotide therapeutic development for pharmaceutical companies and drug discovery companies</li> <li>Contribute to promoting oligonucleotide therapeutics with advanced manufacturing technology</li> </ul>
Medical films	<ul style="list-style-type: none"> <li>Providing people with medical products of stable quality</li> </ul>
Thin-film metal base board CISFLEX™	<ul style="list-style-type: none"> <li>Indispensable for HDDs accounting for the majority data center of storage media</li> <li>Support people's comfort and convenience in a smart society</li> </ul>
Polymer beads for synthesizing oligonucleotides NittoPhase™	<ul style="list-style-type: none"> <li>Contribute to manufacturing oligonucleotide therapeutics with high purity and yield</li> <li>Contribute to developing new oligonucleotide therapeutics by synthesizing various oligonucleotides</li> </ul>
Glass anti scattering film for automotive displays	<ul style="list-style-type: none"> <li>Prevent glass shattering of in-vehicle displays in the event of a collision</li> <li>Reduce personal injury</li> </ul>
Optical films for VR	<ul style="list-style-type: none"> <li>Improve the image quality of VR devices and enhance the immersive experience</li> <li>Leverage VR technology in various social fields, such as education and medical care</li> </ul>
High precision circuit	<ul style="list-style-type: none"> <li>Improve the functionality of smartphones</li> </ul>

# Intellectual Property Strategy

## Our Approaches to Intellectual Property

Intellectual property plays the primary role in leading “future-financial” investment activities to final financial outcomes, i.e., revenue.

At the Nitto Group, we define intellectual property as something that includes technical skills and knowledge/knowhow of individuals and relevant information gained through market research, on top of industrial property rights, ensuring that such property is put to efficient use for business. How should we apply our intellectual property to secure an “essential position,” and do we have a portfolio of intellectual property rights that is extensive enough to make it happen? Always asking ourselves these questions, we seek ways to maximize our revenue, which is at the core of Nitto Group’s intellectual property strategy.

When administering *Sanshin* Activities as part of our intellectual property strategy, we must start by taking stock of the intellectual property we possess. Accordingly, for the eight core technologies that we have redefined, namely, adhesion, optical design, circuit formation, thin layer formation, porous formation, separation, oligonucleotide synthesis, and DDS, we will classify each intellectual property with the help of AI where necessary. Down the road, we envision engaging with our customers to demonstrate the potential value created by integrating various technologies.

## Nitto Group’s Intellectual Property Strategy

For several years now, the Nitto Group has been pursuing the patent application strategy and the owned patent utilization strategy on a company-wide basis in a bid to expand earnings through greater use of patents, manufacturing knowhow, and other intangible assets (= intellectual property).

Our patent application strategy involves three policies: obtain patents that create an entry barrier for competing technologies, which should give us an edge over competitors, after making detailed research and analysis of such technologies; secure patents that protect Nitto’s business by establishing rights to the core of Nitto’s administration; and target patents that are found to be of any use following an investigation of the market and customer needs and trends, although Nitto may not commercialize them in the future. We aim to maximize earnings by creating a competitive advantage and becoming an “essential” entity in supply chains. At the same time, through cooperation with powerful partners, we might either curb or push back our up-front investments on the assumption of us utilizing their assets, so that we can monetize our patents early or prolong the duration of expected earnings.

The owned patent utilization strategy, on the other hand, gives due regards to four possibilities: utilizing patents for Nitto’s operations to generate earnings; gaining license revenue through the exercising of rights; receiving revenue by selling and transferring patents; and reducing costs by abandoning unnecessary patents. While working to make maximum use of our intellectual property and extend the period of earnings contributions after peaking, we assess how much each of our intellectual property rights contributes to business activities under common standards, so that we can save costs incurred for unnecessary or unused patents and allocate any surplus to the creation of intellectual property rights necessary for new business activities. This way, we ensure that resources invested in development activities are recouped and the Group’s earnings increase.

Furthermore, as in Global Niche Top™, by registering a trademark of our corporate strategy and business strategy to protect them, we aim to

promote them outside the company as one of Nitto’s brands, thereby enhancing the value of our brands.

## Initiatives for Sustainable Earnings Expansion

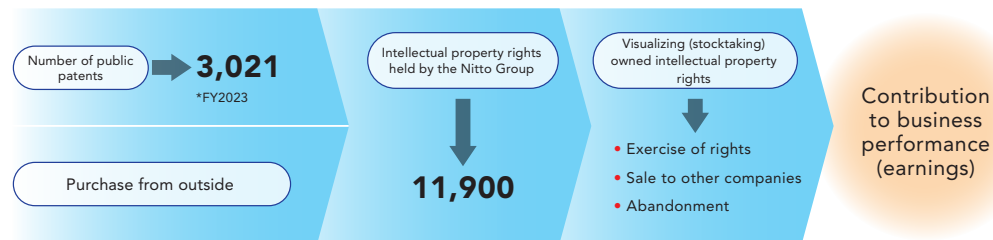
To expand business earnings and extend the life of business, we choose to open/close our portfolio of intellectual property rights depending on what stage the business is in.

Take the LCD optical film business, one of our mainstay businesses, as an example. When the business was in the introductory/growth phases, we focused on building a portfolio of its intellectual property rights that were necessary in target markets by obtaining one patent after another. This way, we established an “essential” position in the supply chain that included our customers, and used intellectual property to protect this advantageous situation in a “closed” system, thus maximizing earnings. As the business transitioned to the maturity/decline phases, we made an about-face to make our technologies “open.” By licensing out the portfolio of the intellectual property rights that we had built, we made it possible to gain benefits from the entire market.

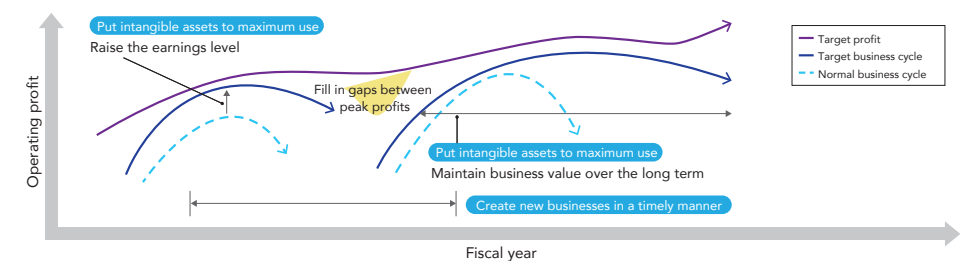
Similarly, we use different revenue models in the oligonucleotide therapeutics business, including contract manufacturing and licensing our drug discovery pipeline or DDS technology, to maximize financial value at the right times.

As described above, we ensure that intellectual property rights are put to good use for each business and that new businesses are created through *Sanshin* Activities in a timely manner, filling in gaps between peak profits and achieving continued earnings growth.

## Visualizing Intellectual Property Rights



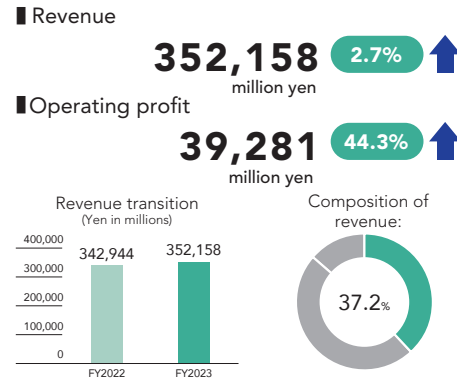
## Seeking Both Timely “New Business Creation” and “Utilization of Intangible Assets”



## Summary of Results by Segment

### Industrial Tape

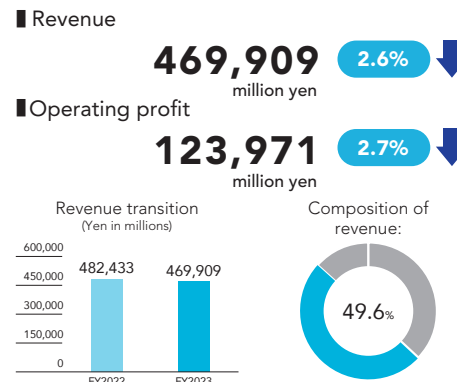
For Functional Base Products, revenue increased from the previous fiscal year. Demand increased for assembly materials for high-end smartphones following the launch of new products. Furthermore, demand increased for automotive products due to the recovery of automobile production mainly in Japan and Europe, aside from the NVH (Noise, Vibration, Harshness) business transferred in the first quarter. Demand for process materials used in the manufacture of semiconductor memories and ceramic capacitors bottomed out in the fourth quarter of the previous fiscal year and began a gradual recovery.



### Optronics

In Information Fine Materials, revenue did not reach the level of the previous fiscal year. Demand for high-end notebook PCs and tablet devices from people staying at home has run its course, and demand for optical film and transparent conductive film fell. Meanwhile, for high-end smartphones, demand for transparent adhesive sheets and process protection films as well as optical films remained strong. In addition, mass production of optical films for VR has started on a new production line.

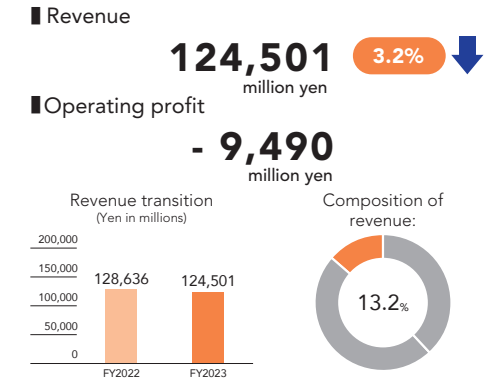
For Circuit Materials, revenue did not reach the level of the previous fiscal year. For CISFLEX™ demand for high-capacity HDD (Hard Disk Drives) for data centers decreased, and cost containment was promoted through utilization adjustments and other measures. There were more models equipped with high precision circuits for high-end smartphones than the previous fiscal year.



### Human Life

In Life Science, revenue did not reach the level of the previous fiscal year. In the oligonucleotide contract manufacturing business, demand for immunologic adjuvants declined as COVID-19 subsided. Meanwhile, commercialization of products for major diseases is expected on the nucleic acid drugs market. Prototype production has begun at a newly established plant at our Massachusetts base in the U.S. as a response to future demand growth. Nucleic acid drug discovery received notification in the second quarter from Bristol-Myers Squibb Company that it would not exercise its option right for an additional in-license following the results of a Phase II clinical trial for an idiopathic pulmonary fibrosis treatment. We also received notification from Bristol-Myers Squibb Company that it will discontinue the Phase II clinical trial for the treatment of non-alcoholic steatohepatitis (NASH) based on an exclusive license agreement with the Company for a formulation for liver fibrosis and cirrhosis. Regarding intractable cancer drugs, work continues to be ongoing on clinical trials for outlicensing. In Medical Products, demand for transdermal drugs recovered with the increase in the number of outpatients.

In Membrane, (high-polymer separation membrane) revenue did not reach the level of the previous fiscal year. Demand for membrane products for various

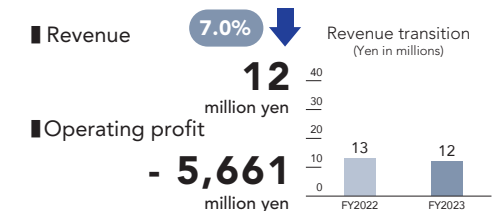


industrial purposes fell, particularly in China.

Revenue grew compared to the previous fiscal year in Personal Care Materials, with the personal care business of Mondri, acquired in June 2022, contributing throughout the year. In addition to key products for diapers, we are promoting the development of new applications utilizing the characteristics of functional films, our core material, and are working on the development of new environmentally friendly products using biodegradable technology.

### Others

Please note that this segment includes new products that have not generated sufficient revenue yet. Primarily, it is conducting kits sales of flexible sensor to developers.

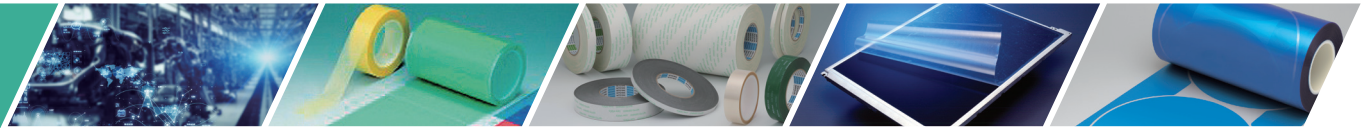


\* The percentage is not shown because it is a small percentage of the total, as most of the businesses do not yet have sufficient sales revenue.

## Business Strategies by Segment

### Industrial Tape

Nitto's unique tape technology contributes to customers in reducing the environmental impact of their products and processes



#### Overview

##### Segment Profile

The Industrial Tape segment delivers structural materials, process materials, porous materials, and insulation materials with thermal conductivity, among others, to a broad range of markets. Tapping into some of Nitto's core technologies, including "adhesion (easy peeling property, viscoelasticity control, etc.)" and "porous formation (waterproof & ventilation property, etc.)," this segment provides high-performance and high-quality materials that are aligned with customer needs.

More recently, we will proactively develop products that take advantage of easy peeling technology to address growing social demand for a circular economy, thus helping to reduce CO<sub>2</sub> emissions in the material life cycle.

Going forward, we will work to contribute further to our customers' value creation, focusing on the growing applications of information devices/displays, semiconductors and electronic components, and mobility products.

##### Strengths

- Making full use of two of Nitto's core technologies of "adhesion" and "porous formation" to provide essential products for customers
- Boasting global networks of production sites, R&D centers, and sales channels
- Having a full lineup of products that covers from commodity products to the most advanced functional materials.
- Outstanding capacity for development and solutions that meet a variety of customer requests

#### Products

##### • For information devices and displays

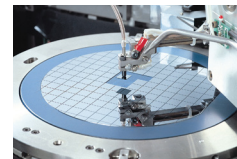
Nitto's primary offering here is double-sided tape for information devices, such as smartphones, notebook and tablet computers, wearable devices, and AR/VR devices. The source of competitive advantage for this application is our debonding technology, which, while maintaining superior adhesive quality by adding various properties to adhesive and base materials, allows the tape to be easily removed when needed. For example, Nitto's reworkable double-sided tape for fixing smartphone displays can be peeled with ease when heated to a certain temperature range, offering superior reworking performance for customers. We enhance the quality and functionality of customers' devices by incorporating key properties such as chemical and impact resistance, ensuring our products are designed to meet both customer needs and market demands comprehensively.



Reworkable double-sided tape for fixing displays

##### • For semiconductors and electronic components

Nitto provides adhesive tape that temporarily fixes workpieces at the semiconductor and electronic component manufacturing process (shave/cut). The tape provides strong adhesion for secure attachment yet can be easily removed without any stress after completion of the task by applying heat or ultraviolet rays. Benefitting from product design capabilities based on the Nitto Group's competitive adhesion technology and manufacturing prowess, our industrial tape accommodates customer requests and changes in production environments and processes, thus helping enhance productivity and facilitate new product launches.



Dicing tape that enables damage-free pickup of thin-film chips

##### • For mobility products

Nitto provides various products essential for the safe operation of automobiles and aircraft. Offered for use in automobiles are high-performance sealing materials that are airtight, watertight, and sound-insulating, tape for wire harness protection/binding, insulation materials for motors for electric vehicles (EVs), and pressure control parts that regulate differential pressure between inside and outside lamps and electronic units. For use in aircraft is a high-value-added tape that prevents rust from forming inside an aircraft even under extreme conditions where the difference in outside temperature during flight and takeoff/landing can reach 100°C.

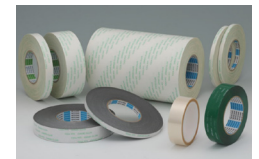


Tapes for protection and binding

Internal pressure adjusting material

##### • Base materials

Here, Nitto uses two of our core technologies of adhesion and porous formation to provide removable, highly double-sided adhesive tape, films protecting metal and resin surfaces, and heat-resistant sheets that offer high thermostability, insulation, and low friction. Preventing water from entering but allowing vapor to pass through, TEMISH™ fluorine resin porous film enjoys a high market share in the fields of healthcare, automobiles, and electronic devices. Nitto also offers many products that help reduce environmental impact, including low VOC (volatile organic compound) double-sided tape, which reduces CO<sub>2</sub> and VOC emissions during the product life cycle.



Low VOC double-sided tape

## Mid- and Long-Term Strategies

### Building a business foundation capable of generating consistently high profitability

- **For information devices and displays**

Nitto responds to changes in property requirements on the back of diversification and higher performance of information devices by continuing to develop new technologies based on our proven technologies. Some of the products currently under development include thinner tape for lighter, thinner devices, and products with the flexibility and optical properties required for flexible devices. Furthermore, we will invest in manufacturing technologies and infrastructures that help reduce CO<sub>2</sub> emissions in the cleanliness improvement process, which is indispensable for products for information devices. While propelling these activities to contribute to the environment, the Nitto Group facilitates recycling and reuse by customers through the expansion of products and technologies that achieve easy reworking and repairing, thus helping drive down environmental impact to achieve a sustainable society throughout its supply chains.

- **For semiconductors and electronic components**

Nitto provides a comprehensive range of process materials featuring various peeling technologies tailored for semiconductors and electronic components, with production intensively scaled to meet every demand in the market. Going forward, we plan to pursue development opportunities for process materials targeting the growing market for power semiconductors, which control and convert high voltages and substantial current, and advanced semiconductors used for high-performance smartphones and other devices.

Amid calls for products with a lower environmental impact, we expect the demand for CO<sub>2</sub> emission reductions and recycling to surface throughout the supply chain of the semiconductor sector. The Nitto Group is staying ahead of market trends by initiating discussions on collecting and recycling materials/devices and avoiding solvents, aiming to enhance functionality through our core technologies of adhesion and peeling while simultaneously reducing environmental impact. We will implement our capex plans by design at each production site around the world in tandem with the expansion of target markets and customer demand. We will

also invest in human resources that will make market expansion possible, thus continuously contributing to our customers and the market as we seek to increase recognition of our products for their environmental consideration.

- **For mobility products**

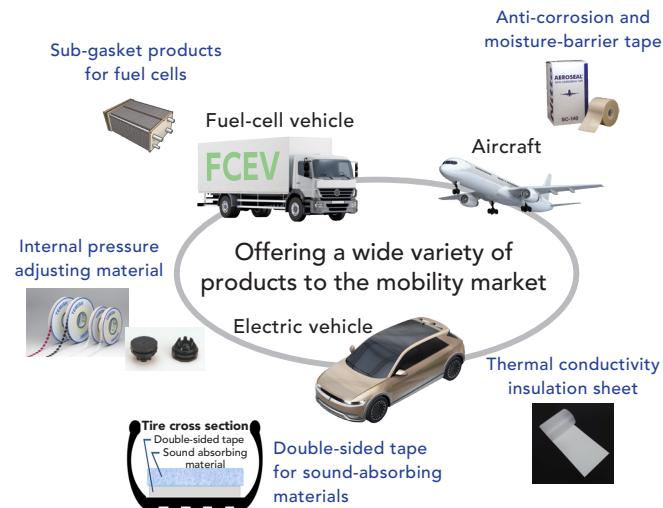
Nitto will pursue a new development theme of contributing to the realization of the next-generation mobility society, while remaining committed to enhancing the safety and comfort of mobility products. As an ongoing attempts to introduce self-driving and advanced driver assist systems, laws and regulations concerning automobile safety measures are being tightened. As truck transportation businesses are now required to equip their fleets with devices that prevent collisions with other vehicles and pedestrians, as well as audible reverse warning signals, we

will initially target this market to pursue business opportunities. In more concrete terms, we have launched a service providing radar cover shape design, which we hope will increase the detection accuracy of millimeter wave radars. In the field of fuel cells (FCs), whose practical use is eagerly anticipated as we create a carbon-free society, too, we are planning to invest in equipment for providing durable and long-life sub-gasket products for FCs to the market of ultra-large trucks often traveling for a long distance.

From a longer-time perspective, we will apply these FC technologies to enter a water electrolysis market while maximizing business opportunities by enhancing the recyclability of lithium-ion batteries and resin components.

- **Base materials**

Using solvent-free adhesives, low VOC double-sided tape is expected to see significant adoption increases in all sorts of situations, including automobile interiors, where its application is growing globally, and mobile devices. Nitto will seize these business opportunities while positively differentiating itself by making dedicated efforts to pitch other materials as well that help reduce environmental impact. In addition, we will keep updated on emerging needs and development themes in each country/region, driving the Niche Top Strategy as we develop products that cater to customer requirements. To stay alert to any such needs, we will make maximum use of the network of our sales offices and customer centers at key regions around the world, which respond to inquiries on any product from customers in a wide range of markets, including electronics, automobiles, medical and healthcare materials, and housing and construction. We also plan to replace production equipment to lessen the environmental impact and reduce the strain on workers involved in manufacturing.





# Optronics

Supporting a secure and accessible lifestyle and a sustainable circular society (Information fine materials)

One-of-a-kind technology to support the data business through contribution to the environment (Circuit materials)

## Overview

### Segment Profile

The Optronics segment is comprised of information fine materials, which include protection films for organic light-emitting displays (OLEDs) processes and polarizing films with superior optical properties and highly-transparent and -visible adhesive sheets, and circuit materials, including CISFLEX™ and high precision circuits. For the former sub-segment, we tap into our proven technology of processing various functional films to manufacture optical products, working with customers from their product design stage to present solutions. For the latter sub-segment, our key technology concerns printed circuit board formation, which combines micro wiring and high positioning accuracy that demonstrate the electric and mechanical properties required of HDDs and smartphones, thus allowing us to supply materials indispensable for our customers' business.

### Strengths

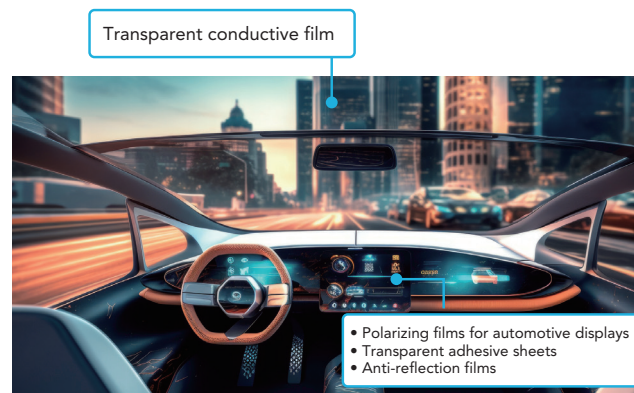
- Information fine materials: High penetration in the high-end market, where technological differentiation is sought after, and a stable business foundation established with licensing revenue from intellectual property
- Circuit materials: Technological prowess and high reliability proven by the overwhelming market shares of CISFLEX™ and high precision circuits

## Products

### • Information fine materials

Nitto offers a wide range of optical products used for displays, such as polarizing films and protection films for OLEDs, transparent adhesive sheets, and anti-reflection films. By leveraging our strong presence in each segment, we stay informed about potential market needs, allowing us to develop a steady stream of new products ahead of our competitors. Nitto's polarizing films for automotive displays, among others, have established competitive advantages in the market as they meticulously respond to new trends for larger or uniquely-shaped displays with their superior optical properties made possible by their high durability and wide viewing angle.

Nitto is also active in the non-display market, where we offer high-performance products. Using Nitto's unique sputter deposition method to achieve transparency and surface conductivity, transparent conductive film provides excellent adhesion and is used in applications ranging from light control sunroofs in automobiles to touch panels.



### • Circuit materials

Key offerings here include CISFLEX™, a thin-film metal base board that plays a vital role in reading, recording, and exporting data on HDDs, flexible printed circuit boards, and high precision circuits for smartphones, with CISFLEX™ capturing the leading share in the HDD market.

The Nitto Group combines its macromolecule design with its in-house constituent materials that hold the key to functional expression, thus achieving miniaturization, thin films, and mechanical properties that no others can emulate. It is because Nitto uses its in-house constituent materials that we can perform elaborate control, which is necessary to fulfill ever-advancing property requirements. This approach forms the foundation for Nitto's ability to respond flexibly and swiftly to shifts in market and customer needs.



Business Strategies by Segment **Optronics**

## Mid- and Long-Term Strategies

## Transforming the product portfolio to maintain high profitability of the business (Information fine materials)

## Implementing structural reform to concentrate resources on the creation of new products and build a resilient business (Circuit materials)

- Information fine materials

Nitto will make strategic investments designed to maximize customer value for the OLED and automotive product markets.

For polarizing films for smartphones and tablet computers, we will allocate our financial resources to building new process technologies for increased productivity. We will also propel our total solution business that combines multiple components needed to assemble displays, such as transparent adhesive sheets and protection films, both of which are based on our adhesion technology. Through these initiatives, we aim to increase our market share by expanding the number of components and devices used in each customer's product unit, thereby strengthening our presence in the OLED market.

In the automotive product market, we expect the number of displays in one vehicle and the need for uniquely-shaped, larger displays to increase, as self-driving technology evolves and designability improves. To address these trends, we will focus on further honing our competitive

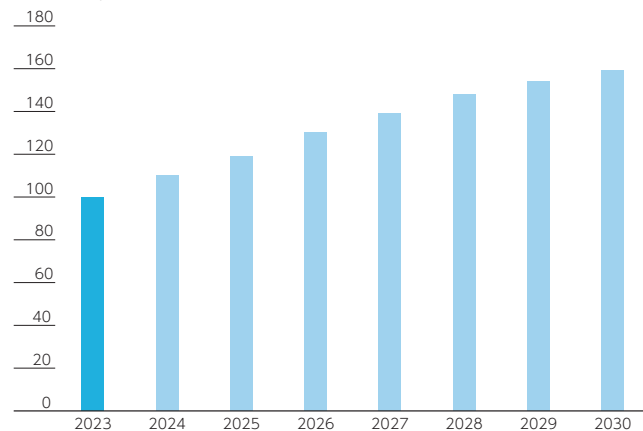
advantages in the market, as we maintain extensive market penetration by pursuing the development of new technologies and trimming costs. In the non-display market, on the other hand, we plan to capture more business opportunities as we leverage sputtering technology and polarizing technology and intensively allocate human resources there.

On top of all this, we continue to develop products on the premise that all new development projects seek to achieve PlanetFlags/HumanFlags certification. Specifically, we will actively reduce environmental impact by investing in product designs that minimize waste and CO<sub>2</sub> emissions, and in UV coaters that significantly reduce CO<sub>2</sub> emissions compared to existing coaters. At the same time, we will enhance the resilience of our business by using DX to optimize the allocation of personnel and production sites, while leveraging our core technologies to develop new products and establish a strategic intellectual property network. We will remain committed to responding to the market needs as we constantly apply our high technological prowess to offer new value to customers.

The Nitto Group has a pantheon of products with a large slice of their respective market. As such, we recognize our immense responsibility in supplying the market. For us to respond to the requirements from the HDD and smartphone markets, we will remain proactive in making capex in a bid to increase and secure production capacity. As part of this endeavor, in fiscal 2023, we implemented the expansion of the Vietnam Plant to ensure BCP and ramp up production capacity. We are also preparing to reduce environmental impact through water resource conservation, decarbonization, and waste reduction, among other measures. To treat a large quantity of water, which is indispensable for circuit board production, we have set aside investment in the water recycling facility for fiscal 2024, where we utilize the Membrane Division's water treatment membrane technology to make greater contributions to the environment. We will make continued efforts to create products that contribute to the environment as we leverage our core technologies to bring about innovation of both products and the environment.

Forecast of Trends in the Area of the Automotive Display Panel Market (Nitto's forecast based on surveys)

\* The baseline year of 2023 = 100

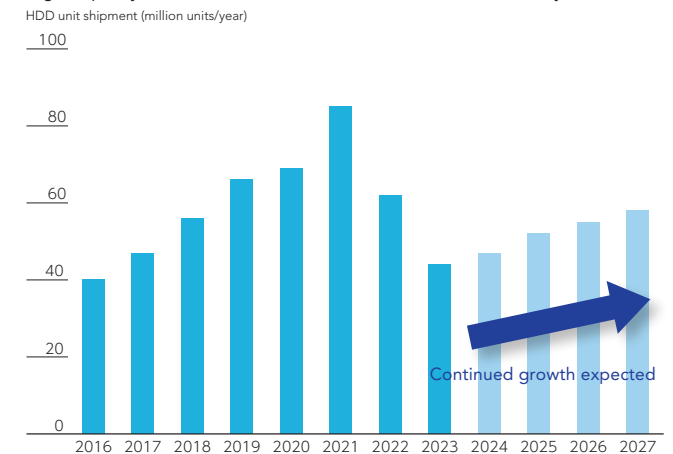


- Circuit materials

The expansion of a data-driven and "smart" society has heightened the importance of data centers, which we anticipate will result in increased data storage capacity. Having an overwhelmingly high market share with CISFLEX™, Nitto has a great deal of responsibility for its supply. This being the case, we will do our utmost to continue a stable product supply and focus on the development of technologies that achieve larger capacity HDDs. We will also take advantage of some of our technologies, such as miniaturization, thin films, and mechanical properties, to take a chance on new products and markets to expand our product portfolio.

The Nitto Group already has begun developing materials that achieve faster transmission in an attempt to add greater value beyond "conductivity." As such, we believe that we can interpret these changes in the market into business opportunities. We will continue to follow the current approach of developing one-of-a-kind technologies by combining element technologies that we have cultivated in the HDD market to bring about innovation. This should allow us to successfully meet requirements for 5G and 6G, and expand our business into new domains, including the sensing and semiconductor markets.

High-Capacity HDD Unit Forecast (Nitto's forecast based on surveys)



# Human Life

For coexistence with the global environment, better living, and a fulfilled life



## Overview

### Segment Profile

The "Human Life" segment is comprised of life science, membranes, and personal care materials.

For the life science sub-segment, the Nitto Group performs the manufacturing of polymer beads for oligonucleotide synthesis (NittoPhase™), contract manufacturing of oligonucleotide substances, and drug discovery, by leveraging our long-held knowledge of particle polymer synthesis technology. Our drug delivery system (DDS) transports medication directly to targeted areas within the body, heralding a new era in medical treatment. For the membrane sub-segment, we help conserve water resources and prevent water contamination by manufacturing and selling high-polymer separation membranes, which are used for wastewater treatment. For the personal care materials sub-segment, we produce and sell non-woven fabrics used in paper diapers and wet wipes, functional films, and other hygiene materials.

With these businesses under one umbrella, we are dedicated to realizing "accessible and user-friendly healthcare," "a society where anyone can function," and "a secure and safe future."

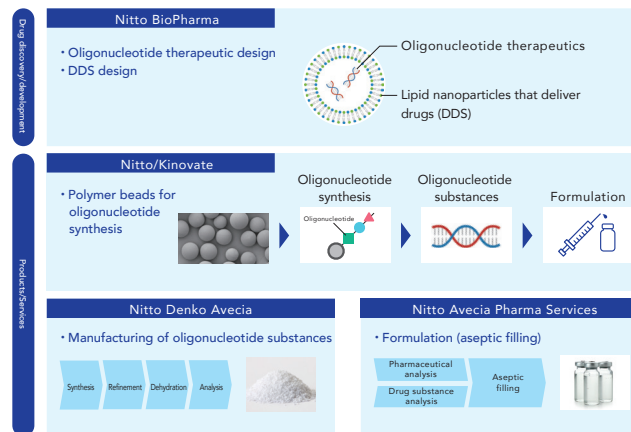
### Strengths

- Life science: One-stop service from manufacturing of NittoPhase™ to contract manufacturing, analysis, and formulation of oligonucleotide substances
- Membranes: A global sales system leveraging the Nitto Group's sales outlets and the brand strength that has led the market for more than three decades
- Personal care materials: A close relationship with the leading global player in the personal care product market

## Products

### • Life science

By combining the Nitto Group's core technologies and manufacturing expertise, we conduct to manufacture high-purity and high-yield of NittoPhase™, contract manufacturing of oligonucleotide substances, and the formulation services (aseptic filling). NittoPhase™ has the versatility to support a wide variety of oligonucleotides, NittoPhase™ captures a 65% of the market share. We are able to develop quick and accurate manufacturing processes by our over 1,200 projects experiences with oligonucleotide substances, and contributing to clinical development that requires speedy production transition. In the field of nucleic acid drug discovery, in addition to developing oligonucleotide therapeutics, we license our safe DDS technologies, which have been validated through extensive clinical trials.



### • Membranes

The Nitto Group produces and sells membrane products used in various water treatment applications, leveraging its large membrane surface area technology to contribute to energy and resource conservation. We also offer membranes for ZLD\* (Zero Liquid Discharge) in response to the relevant regulations that are being adopted in China, India, and other countries, as well as membranes for generating ultrapure water, which underpin the recent growth of the electronics industry. Another strength of the Nitto Group is expertise on reverse osmosis (RO) membranes and an original simulation technology, enabling us to propose and design membrane products that meet customers' specific requirements for post-treatment water quality.



\* A system that recycles wastewater through multiple treatment processes to achieve zero liquid discharge

### • Personal care materials

We design, develop, produce, and sell non-woven fabrics and functional films in Germany, China, the U.S., and Turkey. Our product line includes a range of major products, including elastic films for paper diapers, labels for shampoo and laundry detergent bottles, non-woven fabrics for wet wipes and other wipes, and films for feminine care products. We develop films and non-woven fabrics as individual products and combined products as well as materials with added values required for hygiene products, such as elasticity, breathability, absorbency, and deodorizing properties, in cooperation with our customers.



Diaper-related product

Business Strategies by Segment **Human Life**

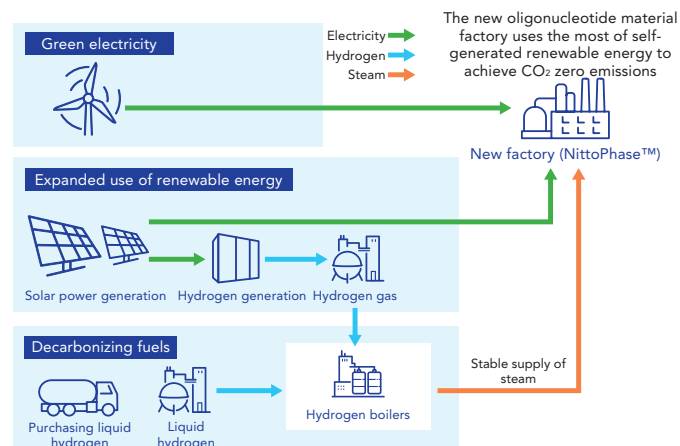
## Mid- and Long-Term Strategies

## Transforming the business portfolio to achieve further growth for strong performance

## • Life science

The Nitto Group is executing investments with the growth of the oligonucleotide drug market. For supply capacity, in fiscal 2023, we launched a new factory in Massachusetts, U.S. with high-volume synthesis capacity for commercial drug production, and in fiscal 2024 and beyond, we will continue to expand low-volume synthesis capacity in Ohio, U.S. and operate new factory in Tohoku Plant (Miyagi, Japan) and California, U.S. to manufacture NittoPhase™ and linker loading. In addition to increasing supply capacity, we will also work to improve productivity through the AI and the establishment of new manufacturing technologies.

For environmental activity, the new factory in Tohoku Plant which completed in April 2024 and start full-scale operations in late 2024, will be the first plant of the Nitto Group using green hydrogen generated from solar power and purchased liquid hydrogen to generate the steam for the manufacturing process in a hydrogen boiler, achieving CO<sub>2</sub> zero emissions.

A Factory in Tohoku Plant Using Hydrogen to Achieve CO<sub>2</sub> Zero Emissions

We are also seeking to minimize the environmental impact of our manufacturing process by reducing solvent use, recycling solvents, and using bio-substitutes to lower CO<sub>2</sub> emissions. We are considering replacing highly pure acetonitrile used in production processes with a bio-based solvent. In fiscal 2023, we commenced a joint development project with a U.S. biotech company to successfully manufacture bio-based solvents with small equipment. In fiscal 2024, we plan to introduce a larger-scale pilot machine to accelerate the development and verification of technology for manufacturing processes, which we hope will lead to a mass-production equipment scheduled for fiscal 2025.

For the long-term strategy, our plan is to drive business growth as we seek both the current mainstay of "treatment" with oligonucleotide therapeutics and the new target market of "prevention and diagnosis," thus enriching "Human Life," one of the focus domains of the mid-term management plan.

In the field of nucleic acid drug discovery, new treatment techniques, including mRNA therapeutics and gene editing, are expected to advance rapidly. Our strategy is to enhance our DDS technology, which is crucial

to next-generation healthcare, and expand our licensing business. In addition to intensively allocating expert human resources to focus areas, we will continue to invest in growth potential by accelerating joint research with startup companies to realize "accessible and user-friendly healthcare."

## • Membranes

In response to the tightening of wastewater regulations in various countries, we will develop products for recycling factory wastewater in the key markets in Europe, the Americas, China, and India. Here, we assist customers' business undertakings by adequately treating their factories' wastewater under various conditions. In the electronics industry market, we will venture specifically into the field of ultrapure water used in the cleaning processes of LCD and semiconductor production lines. In addition, we intend to develop selective separation (NF) membranes for ZLD applications that cater to increasingly complex customer demands and energy-saving products that help customers reduce their CO<sub>2</sub> emissions.

Going forward, while making proactive investments in next-generation equipment for increased productivity and lower environmental impact, we aim to increase our share in the market by expanding the list of PlanetFlags products and through strategic alliances with external parties.

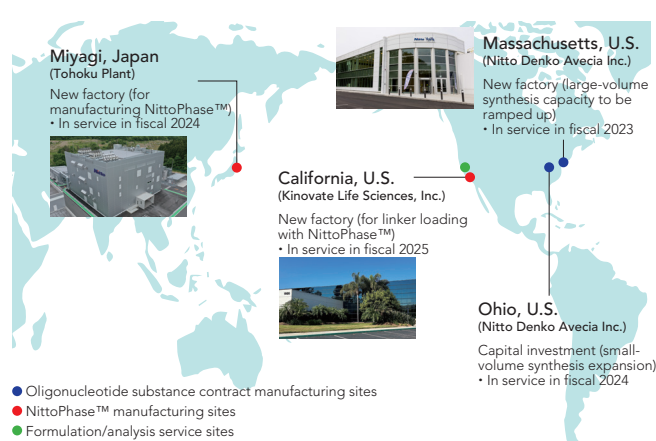
## • Personal care materials

In the baby paper diaper market, there is increasing demand for premium products that are exceptionally gentle on the skin. By developing these high-value-added products, we will focus on expanding global sales channels to complement the current mainstay markets in Europe and the Americas.

Meanwhile, we will also expedite product development to reduce environmental impact. For the non-woven fabric business, in particular, we have begun using biodegradable materials. This will create sustainable and highly profitable products and achieve stable growth.

Our next growth strategy is to create synergies with other segments within the Nitto Group by leveraging the film design of personal care materials business. At the same time, we will also transform our business portfolio by starting development of new films for new fields such as mobility, life science, and mobile.

## Supply Capacity Ramp-up Plan for the Oligonucleotide Therapeutics Business



## Environmental Initiatives

### Basic Ideas

No manufacturing business can avoid impacting the environment through the use of energy and resources or the emission of CO<sub>2</sub> and waste. Meanwhile, climate change and other environmental challenges are rapidly emerging. Working to reduce environmental impact is a social mission for businesses and, as such, we must constantly apply originality and ingenuity.

The Nitto Group laid out in the Basic Policy on Environment its intention to aim at zero environmental impact by expanding the scope of its activities from within the Group to cover the entire supply chain and contribute to the realization of a sustainable society as it taps into its proprietary technologies and knowledge thus far accumulated.

### Promotion System

To solve environmental issues, the Nitto Group has built a governance structure where the Corporate Strategy Meeting plays the central role with instructions and supervision from the Board of Directors. It is with this structure that we draw up short-term and mid- and long-term strategies.

To enhance the effectiveness of our environmental initiatives, we have set up the Global Green Committee chaired by the officer in charge of environmental affairs. Working alongside departments that oversee ESG management and procurement, as well as business execution departments and regional headquarters, this Committee develops strategies and implements and promotes measures to solve issues.



### Targets and Achievements

We are working on environmental issues in accordance with the three environmental targets on CO<sub>2</sub> emissions, the sustainable materials procurement ratio, and the waste plastics recycling ratio.

#### CO<sub>2</sub> Emissions (Scope 1 + 2)

Our CO<sub>2</sub> emissions for fiscal 2023 totaled 525,000 tons, ahead of our fiscal 2025 target of 550,000 tons. We are steadily reducing CO<sub>2</sub> emissions toward Nitto Group Carbon Neutral 2050.

#### Sustainable Materials Procurement Ratio

Because of the changes in our product portfolio in fiscal 2023, the ratio came in at 16%. We will continue to collect highly accurate data on a global basis to promote the conversion of sustainable materials to achieve our fiscal 2025 target of 20%.

#### Waste Plastics Recycling Ratio

The rate was 47% in fiscal 2023, and we are steadily promoting waste separation and reuse to achieve our target of 50% in fiscal 2025.

## Realizing a Decarbonized Society

### Support for the Decarbonization Initiative and the New Target toward 2030

Having achieved its fiscal 2025 CO<sub>2</sub> emission target in fiscal 2023 ahead of schedule, the Nitto Group has announced its support for the Science Based Targets (SBT) to further manage and reduce CO<sub>2</sub> emissions across its supply chains. With this, we have revised upward our target CO<sub>2</sub> emissions (Scope 1 + 2) for fiscal 2030 from 470,000 tons to 400,000 tons (down by 46% vs. fiscal 2020), which aligns with the Nitto Group Carbon Neutral 2050. Under the new targets based on the assumption of SBT certification, we will advance our decarbonization initiatives.

To facilitate our efforts to reduce CO<sub>2</sub> emissions through the use of renewable energy within the Group and the implementation of renewable energy throughout society, on May 23, 2024, we became a member of RE100 (Renewable Energy 100%), a global corporate renewable energy initiative committed to 100% renewable electricity. Accordingly, we will aim at 100% renewable energy on a global basis by 2035.

To ensure the achievement of the new 2030 target, we have set aside 80.0 billion yen for capital investment over ten years from 2021. Key initiatives in this regard include improving energy efficiency by optimizing equipment operations and replacing outdated equipment with more efficient models, as well as increasing the use of renewable energy by adding or expanding solar power generation systems.

### Initiatives to Reduce Nitto's Own CO<sub>2</sub> Emissions (Scope 1 + 2)

In fiscal 2023, the Nitto Group's CO<sub>2</sub> emissions (Scope 1 + 2) amounted to 525,000 tons, which is far lower than the target amount of 550,000 tons. This impressive achievement is attributable to greater use of electricity generated from renewable energy sources, as well as ongoing efforts toward energy conservation and deployment of solvent-free solutions at production processes. For these initiatives, we spent approximately 8.6 billion yen in fiscal 2023.

In 2024 and beyond, we will continue our initiatives to promote energy conservation and conversion to renewable energy. Our efforts here include converting products that contain solvents, which require significant energy for drying and recovery, to solvent-free alternatives, and conserving energy by utilizing waste heat and optimizing production control and planning.

We will also attempt to establish technologies for CO<sub>2</sub> recovery, among others, by strengthening our efforts to reduce Scope 1 emissions in order to achieve carbon neutrality by 2050 (Scope 1 + 2).

#### Management Targets in the Mid-term Management Plan and 2023 Results

	2023 Results	2025 Targets
CO <sub>2</sub> Emissions (ktons)	525	550
Sustainable Materials Procurement Ratio (%)	16 In Japan (Non-consolidated)	20
Waste Plastics Recycling Ratio (%)	47	50



Initiatives for Renewable Energy

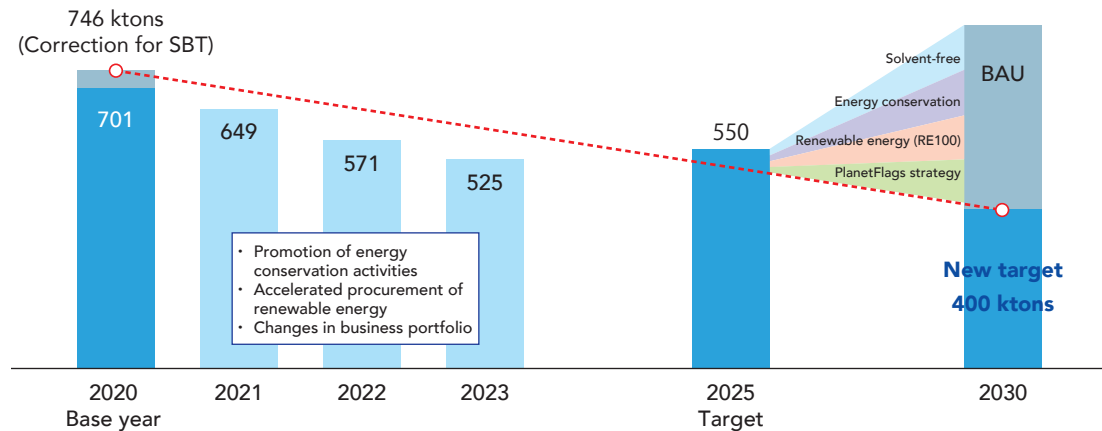
The ratio of renewable energy used was 41%, up from 38% in the previous fiscal year, which is interpreted into a reduction of CO<sub>2</sub> emissions by 30,000 tons.

Since 2005, the Nitto Group has aggressively introduced solar power generation systems for in-house power generation. As of the end of 2023, the annual power generation of the Group totaled 18,000 MWh, doubling the previous fiscal year's figures and increasing the ratio of in-house generated electric power to total power consumption to 2%. We aim to complete the installation of solar power generation systems at all possible sites by 2025.

Given the prospect of a short supply of renewable power in the future, we will accelerate its social implementation and work for its stable procurement from a long-term perspective. By 2030, we aim to establish a stable demand-supply environment for electricity derived from renewable sources by utilizing the power purchase agreement (PPA) model.

Nitto's New Targets for Scope 1 + 2

- ① New 2030 target: 400 ktons
- ② RE100: Achieve by 2035



- Promotion of energy conservation activities
- Accelerated procurement of renewable energy
- Changes in business portfolio

Initiatives to Reduce CO<sub>2</sub> Emissions throughout the Supply Chain

To achieve carbon neutrality for the entire society, it is vital to manage and reduce CO<sub>2</sub> emissions throughout the supply chain, as well as within the Group. To reduce Scope 3 emissions, we must collect comprehensive data spanning from the procurement of raw materials through transportation, and on to the use and disposal by customers.

Because of this, with input from outside experts, we calculated our Scope 3 CO<sub>2</sub> emissions on a global basis in 2023, to get hold of actual amounts. Our Scope 3 CO<sub>2</sub> emissions for fiscal 2022 were found to be 2,622,000 tons, with emissions from the production of raw materials constituting the largest portion at 40%.

Our next step is to select categories, such as raw material production, in-house waste disposal, transportation of raw materials and products, and disposal of products, and proceed with reduction activities.

Major Initiatives Through 2030

- Solvent-free solutions: For products and market
- Energy conservation: Use of exhaust heat, high-efficiency equipment
- Renewable energy: Procure renewable energy globally

Initiatives at Each Site

Renewable energy

Commencement of Solar Power Generation (Ibaraki Plant)

In fiscal 2023, a new solar power generation system with a maximum generation capacity of 403 kW, consisting of 611 large panels, was introduced at the Ibaraki Plant and started generating power in January 2024. It is expected to generate up to 460 MWh per year. The Ibaraki Plant has achieved 100% conversion of purchased electricity to renewable energy by switching to PPA renewable energy electricity in fiscal 2023. With the introduction of this system, we will further promote the reduction of CO<sub>2</sub> emissions.



Solar power generation system on the roof

Energy conservation

Saving Energy in Clean Room (Nitto Denko Fine Circuit Technology (Shenzhen) Co., Ltd.)

Inspired by outdoor air handling units for bringing air into cleanrooms, Nitto Denko Fine Circuit Technology (Shenzhen) Co., Ltd. initiated activities for energy saving. By converting conventional electric heaters to heat pumps with higher energy efficiency, and recycling cool air from heat pumps for cooling chillers, they successfully reduced electricity consumption by 68% and annual CO<sub>2</sub> emissions by 399 tons. They have been actively promoting energy conservation activities, particularly for utility equipment, and the cumulative amount of CO<sub>2</sub> emission reduction from 2014 to 2022 is 5,900 tons.



Heat pump system

Optimization of the Exhaust Gas Treatment System (Nitto Advanced Film Gronau GmbH)

Nitto Advanced Film Gronau GmbH conducted activities to reduce the use of natural gas for regenerative thermal oxidizers (RTOs), which need to keep the heat storage tank at a constant temperature for sustained combustion treatment. As such, they must use natural gas as fuel when solvent concentration in exhaust gas is low at startups or when production fluctuates. By measuring exhaust gas concentration in real time to develop an efficient production plan that minimizes concentration fluctuations, they significantly reduced natural gas consumption. As a result, they were able to curb natural gas consumption by 40% and CO<sub>2</sub> emissions by 620 tons per year.



Regenerative thermal oxidizers (RTO)

## Realizing a Circular Society

### Waste Plastics Recycling

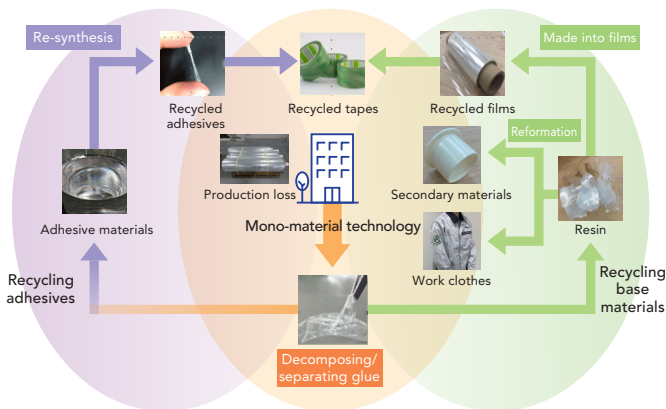
At the Nitto Group, approximately 50% of waste generated is petroleum-derived plastic waste. As such, we recognize cyclic use of resources as extremely important and pursue related activities, with the waste plastics recycling ratio being an environmental target.

In fiscal 2023, the waste plastics recycling ratio ended up at 47%. This increase is attributed to enhanced internal and external usage driven by improved sorted garbage collection practices.

To accelerate recycling, it is important to separate waste plastics into single material units (mono-materials) within the company. To separate products into mono-materials, the Nitto Group is currently working on material recycling technology. A good example is technology for separating tape products into adhesives and base materials. With this technology, we aim to separate and decompose glue adhering to base materials, recycle adhesives back into adhesive materials and convert base materials into resin for use in work clothes, secondary materials, and films.

By establishing these technologies for mass production, we aim to contribute to a circular society as we work on the 2030 targets.

#### Cyclic Use of Waste Plastics



## Conserving Biodiversity

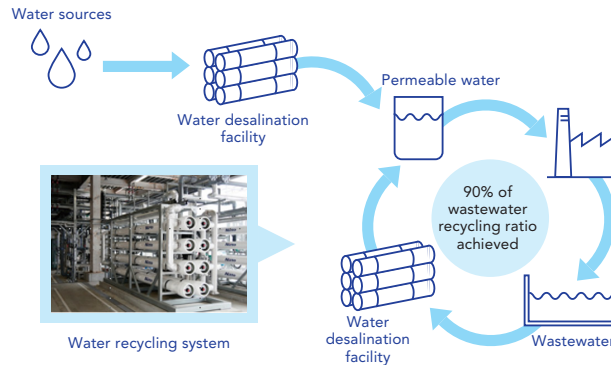
### Conservation of Water Resources

Amid growing water stress and deteriorating water quality on a global scale, we are committed to conserving limited water resources by using water efficiently in our business activities and promoting business continuity measures against water supply disruptions caused by natural disasters and abnormal weather, aiming to fulfill our supply responsibilities as a supplier.

In 2018, Nitto Shiga Plant announced its plan to become a “recycling-oriented green plant.” True to this plan, they recycle wastewater and effluents generated at the plant using water treatment technology made possible by the Nitto Group’s reverse osmosis (RO) membranes that purify water by filtering out impurities. Over the five years since this initiative began, they slashed water intake by 560,000 tons. As of March 2023, their wastewater recycling ratio reached 90% (vs. 50% in fiscal 2018).

Going forward, we plan to market our products that incorporate in-house established or verified technologies and schemes to countries and regions with high water risk, including emerging countries. By combining these water treatment technologies and other environmental technologies, we will contribute to solving social issues through business by ensuring access to secure and safe water and conserving water resources.

#### Cyclic Use of Water

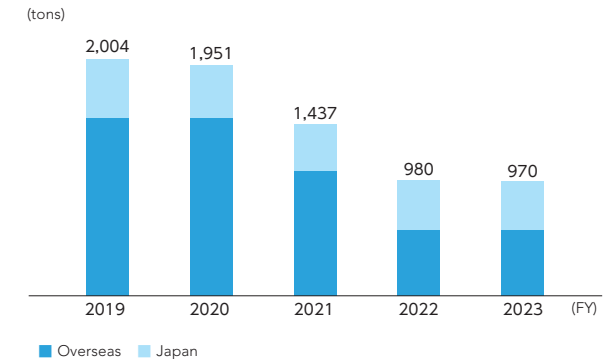


### Prevention of Air Pollution

Volatile organic compounds (VOCs) can cause PM2.5 and photochemical smog, and curbing their emissions poses a challenge. As part of its efforts to minimize any impact on the environment surrounding our plants and employees’ health, the Nitto Group is dedicated to reducing VOCs globally. In fiscal 2023, we reduced VOC emissions by 10 tons compared to the previous fiscal year.

We will further promote solvent-free manufacturing by utilizing ultraviolet (UV) curing and water-based adhesives while curbing the use of hazardous substances in accordance with voluntary control standards, thus making continued efforts to reduce VOC emissions.

#### Annual VOC Emissions



\* From fiscal 2023, the number of organic solvents included in the calculation has been expanded from 6 major solvents to 24 including other solvents used, therefore, the calculation figures for fiscal 2022 have been revised to the same standard.

## Disclosure Based on TCFD Recommendations



Recognizing that responding to climate change is an important management issue, the Nitto Group has strategically included such responses in its management agenda and announced its support for the recommendations by the Task Force on Climate-related Financial Disclosures (TCFD) in May 2022. After announcing our support, every year, we assess the impact that climate-change-related risks and opportunities may have on our business and make revisions as necessary. In fiscal 2024, we are refining our governance and risk management systems related to climate change, carefully considering the impacts on our business as we develop our responses.

### Governance

The Nitto Group has set “Realizing a decarbonized society” as one of its material issues for sustainability and is strengthening its efforts to combat climate change. To solve climate change issues, the Group is working to establish and promote short- to mid-term and long-term strategies by establishing a governance system where President-Director & CEO is appointed as the superintendent, and the Corporate Strategy Meeting plays the central role under the direction and supervision of the Board of Directors.

In addition, in order to increase the effectiveness of climate change initiatives, the Group has established the Global Green Committee led by the officer in charge of promoting climate change-related issues. We strengthen cross-organizational coalitions while examining strategies and implementing and promoting countermeasures against issues.

### Strategies

In line with external trends, as exemplified by the conclusion of the 2015 Paris Agreement and the Japanese government’s carbon-neutral declaration, the Group carried out a scenario analysis regarding transition risks and physical risks and opportunities expected due to climate change across the entire value chain, which includes not only the Group but also its suppliers and customers. The results of the scenario analysis have been incorporated into 2030 management indicators, including Nitto Group Carbon Neutral 2050, and into the mid-term management plan Nitto for Everyone 2025, confirming the effectiveness of the strategy. Meanwhile, the Group has revised its CO<sub>2</sub> emission target from 470 to 400 ktons based on scientific grounds, making it a higher target commensurate with 1.5°C. To achieve the goal, the Group will promote initiatives to remove solvents, save energy, use renewable energy, and create products that contribute to the environment, thereby minimizing risks and maximizing opportunities.

To realize a decarbonized society, the Group recognizes measures against climate change as its material management issue and strategically incorporates them into its management.

### Risk Management

The Group appropriately manages key risks and opportunities related to climate change that management recognizes may significantly impact its business activities and implements comprehensive management across the Group by combining them with other key risks that also significantly impact its business activities.

Regarding key risks and opportunities related to climate change, the Group understands the impact of changes in the internal and external environment; evaluates and selects (identifies) relative importance based on the “magnitude of impact” on business in the case of an incident and the “possibility of occurrence,” which actually occurs; and determines the priority of the risks and opportunities.

The key risks and opportunities related to climate change will be monitored by business execution departments and regional managers in collaboration, while the department responsible for environmental issues will assume responsibility for managing them. Information regarding monitored risks and opportunities, together with information managed by other special function departments, will be reported and deliberated monthly at the Corporate Strategy Meeting, which consists of Directors and Vice Presidents. The results of the deliberation will be instantly communicated to related departments, and countermeasures against risks and measures for opportunities will be promptly taken to strengthen controls. The progress of the implementation and improvement will be again reported to and monitored at the Corporate Strategy Meeting to increase the effectiveness of the Group management.

### Indicators and Targets

The Group has set “Realizing a decarbonized society” as one of its material issues for sustainability and believe that reducing CO<sub>2</sub> emissions, a cause of global warming, is essential for a sustainable growth and the realization of a sustainable environment and society, and that it is an important social responsibility.

Therefore, the Group ensure that the countermeasures are implemented to minimize risks and maximize opportunities and has established 2030 management indicators and targets to regularly monitor and manage the status of those countermeasures. The main indicators and goals, such as CO<sub>2</sub> emissions (Scopes 1 + 2), waste plastics recycling ratio, sustainable materials procurement ratio, and PlanetFlags & HumanFlags category sales ratio are also set as 2030 management targets and managed by the Group as a whole.

In addition, the Group aims to achieve net zero CO<sub>2</sub> emissions (Scope 1 + 2) by 2050 and has declared the Nitto Group Carbon Neutral 2050.

Type of risk/opportunity		Event	Assumed risks and opportunities	
Transition risks	Policy and laws and regulations	Strengthening of low carbon regulations	An increase in transition costs (raw material costs) to low GHG-emitting raw materials	
			A substantial increase in renewable energy procurement costs due to the spread of renewable energy	
			An increase in capital expenditures (installation costs of renewable energy facilities) due to the spread of renewable energy	
	Technology	An increase in GHG emission price	An increase in taxation costs (operating costs) due to the increased introduction of carbon taxes and GHG emission levies	
			Transition to low carbon products due to investment in new technologies	A substantial increase in capital expenditures (installation costs of high-efficiency facilities) due to the development and introduction of high energy-efficient technologies
Industry/market	A substantial increase in raw material prices	An increase in petroleum-derived raw materials procurement costs due to soaring fossil fuel prices		
		An increase in petroleum-derived raw material costs due to carbon taxes and other taxes in the upstream of the value chain passed on to raw materials		
		An increase in energy prices due to soaring fossil fuel prices		
Physical risks	Acuteness	Occurrence of abnormal weather and natural disaster (acute)	Damage to the company’s buildings, facilities, infrastructure, etc., plant shutdowns, and lost opportunities (decrease in revenue) due to a flood, high tide, etc.	
			Suspension of operation at the company’s plants, loss of opportunities (decrease in revenue) due to major suppliers being hit by a flood, high tide, etc.	
Opportunities	Products/services	An increase in demand for low-carbon products (Change in preferences)	An increase in revenue of products contributing to the environment due to increased demand for recycled products	
			An increase in demand for medical-related products (response to infectious disease)	An increase in revenue of medical-related products due to an increase in health damage, such as infectious diseases due to rising average temperature

# Safe Manufacturing

## Improvement of the Workplace Environment

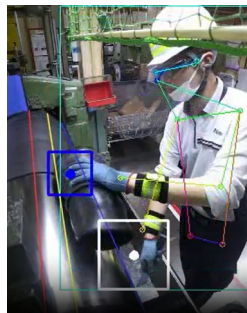
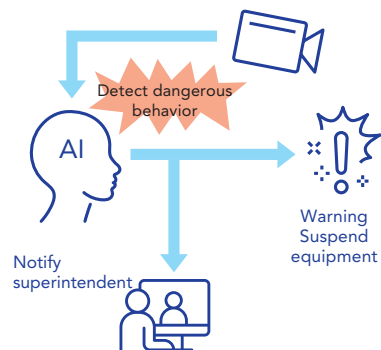
### Initiatives to Reduce Risks of Accidents and Injuries

Under the slogan, "We place safety before everything else," the Nitto Group is committed to creating a workplace environment where everyone who works on our premises, including our employees and those from subcontracting businesses or construction services, can attend to their duties in good health and without anxiety.

One of the current priorities to achieve this is an assessment of risks uniquely associated with machinery and equipment and the risks employees run while at work, to create a workplace environment that protects employees from suffering severe injuries. Those risks are rated on a scale of five grades (S, A, B, C, and D), and we are working hard to reduce such risks in a bid to eliminate "risks ranked A or above that can cause serious accidents" by fiscal 2030. We make the most of AI and other tools to develop new technologies to address complex risk mitigation challenges. One such technology was developed last fiscal year: the dangerous behavior / protective equipment detection AI system for mixing roll, which was certified for conformity with Safety 2.0<sup>††</sup> by the Institute of Global Safety Promotion (IGSAP).

In a similar vein, we conduct risk assessments to prevent accidents and diseases caused by chemical substances, aiming to eliminate risks ranked A or above. Since April 1, 2023, we are required to handle chemical substances under stricter regulations, and we are ensuring that the entire Nitto Group complies with these regulations on chemical substances without fail.

AI Detects Dangerous Behaviors and Non-existence of Protective Equipment from a Stationary Camera Video



Furthermore, to enhance captaincy for safety among those in managerial positions, in fiscal 2021, we introduced a safety officer program\*2 in Japan. We have completed relevant training for all managers by fiscal 2023, and will make this training a required course for those promoted to managerial positions.

Along with these initiatives, we will continue to enhance safety awareness and foster a safety culture on a daily basis as we incorporate new training programs, thus eliminating risks ranked A or above.

\*1 A technological measure to ensure safety where, through the use of information and communication technology (ICT), etc., people, machines, and the environment share information to achieve collaborative safety. Collaborative safety is a safety concept in which people, machines, and the environment cooperate to build safety by sharing information.

\*2 A personnel training/certification program aimed at assessing the safety-related knowledge and comprehension of senior executives, including top managers, those in managerial positions, and staff employees

### Assessment of Safety Culture to Prevent Occupational Accidents and Injuries

At the Nitto Group, we aim to "achieve zero accidents and injuries." We are also working to foster a safety culture to achieve this goal. In fiscal 2022, we began assessing safety culture in order to effectively prevent occupational accidents and injuries. This is an assessment of the level of safety culture at each site through the four perspectives of "awareness," "system," "performance," and "actual status." This assessment process is designed to help each site understand their current safety status, identify the direction they need to improve in, and maintain or enhance their safety standards.

In Japan, a total of 14 sites were subject to assessment in fiscal 2022. We plan to assess all our global sites by the first half of fiscal 2025. To prepare for the global rollout, we had safety leaders in each region thoroughly scrutinize the content of the surveys so that we can make effective assessments by taking into account local cultures and customs in each country. In fiscal 2024, we will enter the implementation phase. With everyone in the Nitto Group uniting as one, we are doing our utmost to have a safety culture deeply ingrained in the organization by

pursuing process-oriented activities.

## Management of Chemical Substances

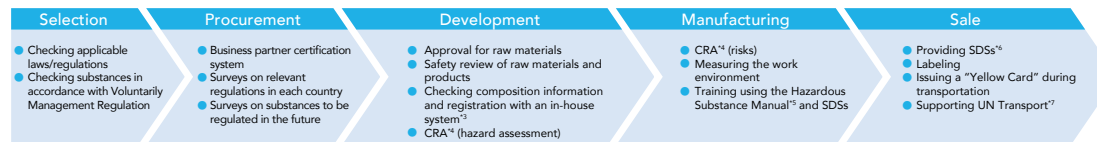
### Proper Management of Raw Materials and Responses to Regulations

The Nitto Group considers it our crucial responsibility to properly manage close to 4,000 varieties of chemical substances used as raw materials, ensuring compliance with its strict Voluntary Management Regulations in place. For raw materials purchased from suppliers, we have consistently monitored the use of prohibited substances by reviewing supplier reports. We are currently building a system to manage a greater scope of such checks that includes their manufacturing processes as well.

In response to the revision of relevant laws and introductions of new regulations in Europe and elsewhere, we reinforce our information collection in collaboration with our overseas sites, or produce and distribute monthly newsletters carrying the latest information on chemical substances, ensuring we stay informed daily and remain aware of relevant trends.

The PFAS (per- and polyfluoroalkyl substances) restriction proposal released in February 2023 as part of the European REACH Regulation has since given rise to similar movements to reinforce regulations in the Americas and other regions. Against this backdrop, the Nitto Group is preparing to provide relevant agencies with the necessary data in our capacity as an intermediate materials supplier. Additionally, we are collaborating with other players in the supply chain and trade organizations to submit a public comment to these agencies. On top of these external activities, we are checking if we can find alternatives for each material within the Group. Going forward, we will take appropriate and necessary action as we carefully determine the scope of regulations and engage with customers through dialogues to reach a consensus.

### Nitto's Chemical Substance Management System



<sup>3</sup> Nitto's unique management system for chemicals in products

<sup>4</sup> Chemical Risk Assessment

<sup>5</sup> Nitto's original chemical substance training tool

<sup>6</sup> Safety Data Sheets

<sup>7</sup> United Nations Recommendations on the Transport of Dangerous Goods



## Misconduct Regarding the Municipal Water Supply Membrane Module Certification System

In Japan, quality and safety standards for municipal water supply membrane module products are set by ordinance of the Ministry of Health, Labour and Welfare. Performance, quality, and other attributes of membrane module products are further enhanced by the certification program of the Association of Membrane Separation Technology, Japan (AMST), in which membrane products that satisfy its voluntary standards are recognized.

On January 5, 2024, Nitto announced that it had engaged in the misconduct related to the certification procedures of its municipal water supply membrane module products by the AMST. On January 9, 2024, the AMST cancelled its certification of Nitto's twenty membrane module products.

We would like to take this opportunity to express our deepest apologies for the considerable anxiety and inconvenience that this has caused our business partners, water utilities, water users, the AMST, and others concerned.

As soon as the case came to our attention via whistle-blowing on September 12, 2023, we lost no time confirming the safety of the products in question, as well as its causes and details, reported our findings to the AMST on November 28, 2023, and explained to the AMST the adoption of different procedures along with our remedial measures on December 21, 2023. We then decided that, in addition to investigating the causes of the incident and discussing future preventive measures, we should consider ways to improve the situation after seeking expert opinions once again on the safety of the products that we had delivered, thus establishing an Investigation Committee composed of external experts. In June 2024, we received the investigation report from the Committee, which is available for viewing on our website.

As of June 20, 2024, nine of our products have been re-certified, and we are proceeding with the necessary work and procedures for re-certification of the remaining products (excluding three that are no longer in use and do not require re-certification).

### Present State and Future Plans

In response to this incident, the Nitto Group shared the direction of its policy toward quality compliance at the Global Meeting, where senior executives attend. Aside from this, we have begun revisiting past cases at manufacturing and inspection processes in accordance with the 5-Gen Principle\* in order to identify latent issues on a global scale. Furthermore, we plan to conduct an in-house awareness survey on the quality of our products, in addition to the conventional surveys.

Going forward, based on the report findings by the Investigation Committee, we will plan more revisions and new preventive measures and implement them once they are ready.

\* A concept used by manufacturers that stresses the importance of *gen-ba* (the place where relevant activities happen), *gen-butsu* (relevant things), and *gen-jitsu* (actual conditions), collectively referred to as the 3-Gen Principle, as well as *gen-ri* (knowhow) and *gen-soku* (rules)

## Overview of the report by the Investigation Committee

### Details of the certification misconduct

For 20 varieties of Nitto's AMST-certified municipal water membrane module products, we have conducted certification tests in a different manner than what AMST has specified since 2001, when this certification system began, and have submitted the results of such tests to have the products continuously certified by the AMST.

### Establishment of the Investigation Committee

On September 12, 2023, an employee brought this incident to our attention through whistle-blowing. We immediately launched an investigation into the alleged certification misconduct to verify the whistleblower's claims. After confirming the safety and other attributes of the affected products, we reported these findings to the AMST on November 28 and December 21, 2023.

On January 5, 2024, we disclosed the inappropriate practices on our website and established an Investigation Committee consisting of external experts on March 1, 2024.

### Overview of the Investigation Committee

#### ■ Scope of activity

- Investigation of causes of why this incident occurred and continued
- Confirmation of safety of municipal water membrane module products that had been delivered before the certification was canceled
- How quality control should be and its present state
- Recommendation for recurrence prevention

#### ■ Members

Chair:	Masato Igoshi	(Attorney)
Member:	Hiroshi Yamasaki	(Attorney)
Member:	Michihiro Fujita	(Attorney)
Member:	Masahiko Munechika	(Professor, Faculty of Science and Engineering, Doctor, Waseda University)
Member:	Hiroshi Yamamura	(Professor, Faculty of Science and Engineering, Doctor, Chuo University)

#### ■ Period of activity

From March 1 to June 10, 2024

### Verification of products that have been delivered

These products do not impact municipal water supply users, as it is unlikely that they fail to meet the standards set by the Ordinance of the Ministry of Health, Labour and Welfare.

### Analysis of causes

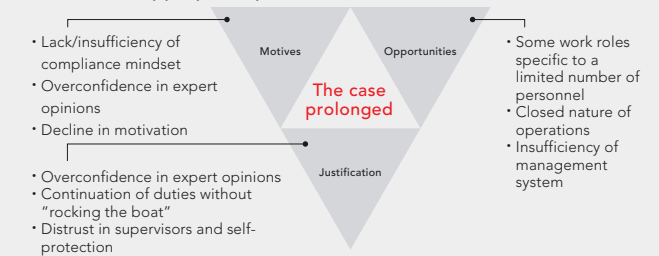
#### ■ Human-related

- (1) Some work roles specific to only a limited number of personnel
- (2) Prevalence of a "don't-rock-the-boat" mentality
- (3) Lack of far-sighted imagination

#### ■ System-related

- (1) Responsibilities and authorities of each department not clearly determined
- (2) Lack of the succession process
- (3) Unavailability of operating procedures
- (4) Indifference of supervisors
- (5) Lack of a workplace culture for human resource development

### Triangle of inappropriate practices



### Recommendations for recurrence prevention

- Management's profession of the need for mindset reform
- Acquisition of expert knowledge, skills, etc.
- Establishment of a department with competence in certification-related services
- Creation of a job hand-over system
- Need to receive certification by AMST
- Optimized personnel allocation
- Information sharing
- Proactive use of *Kuruma-za*
- Understanding of basic approaches to quality and enhancement of quality management systems

Please refer to our corporate website for details. (Japanese only) [https://www.nitto.com/jp/ja/press/2024/0610\\_02.jsp](https://www.nitto.com/jp/ja/press/2024/0610_02.jsp)

## Nitto Group's Human Resource Strategy as per the Chief Human Resources Officer



### To the Future: Beyond an Organization Where Diverse Employees Enjoy Challenges

Aiming towards "Reformation of organizational culture to accelerate challenges," the Nitto Group will create a workplace culture where diverse talents can enjoy taking on challenges. By creating a work environment where everyone feels rewarded and satisfied with what they are doing, we will dedicate ourselves to realizing "The 2030 Ideal State."

#### Yasuhito Ohwaki

Director, Senior Executive Vice President, CHRO  
General Manager of Corporate Human Resources Division

#### Aligning Human Resource Strategy with Corporate Management Strategy

The Nitto Group sees human resources as its most valuable asset. Accordingly, we ensure that our business strategy and human resource strategy are consistent with each other and that initiatives for DE&I (Diversity, Equity & Inclusion) receive due attention, thus propelling ESG management and human capital management.

For a business to ensure a sustainable flow of output, it is vital that its human resource strategy is linked to its corporate management strategy. We aim to be an essential top ESG company by promoting the "creation of a work environment where everyone feels rewarded and satisfied with what they are doing," aligning this initiative with our Niche Top Strategy and ESG Strategy.

With up to 80% of the Nitto Group's revenue coming from outside of Japan, demand from our customers and end users is shifting overseas. Since taking charge of Human Resources Management Division, I have deepened mutual understanding through dialogues with business divisions. In line with each region's specific requirements and needs, we established an agenda for our division and executed our human resource strategy, while ensuring governance throughout the process. To deepen conversations with members of the Human Resources Management Division, who put this strategy into practice, we set up town hall meetings to explain the state of Nitto's management and business, what each business division wants from our division, and the objectives of each human resource initiative.

Progress in each initiative is reported at the Board of Directors meetings, where advice from Outside Directors is used for our future programs. Additionally, the selection and placement of the next generation of talent to take on management roles, and the talent that will follow, is being discussed with Directors at the Human Resources Development Meetings.

#### Key Success Factors for Creating New Value

One of the focus items of the current mid-term management plan, Nitto for Everyone 2025, is "Reformation of organizational culture to accelerate challenges." In line with this, we are implementing individual programs to "enhancement of job satisfaction," "enhancement of employee engagement and motivation by reforming organizational culture," "development of global leaders and individuals initiating change," and "recruitment/retention of human resources."

In order to create a work environment where everyone feels rewarded and satisfied with what they are doing, we believe that we can tap into our strengths more if we hone our teamwork, customer-oriented approaches, and individual skills. To make this happen, we think it crucial that diverse human resources gather together for in-person dialogues to understand and respect each other.

For example, the Nitto Global Business Academy (NGBA) provides its participants with opportunities to discuss various challenges and to learn about each other's cultures, values, and perspectives to deepen mutual understanding. After the program concludes, participants actively work on resolving issues within their own workplaces.



We also provide many different forms of opportunities and events where everyone, from managerial levels to frontline workers, can actively communicate and exchange ideas as they take on challenges. At the NIC, we invite innovative ideas on new products and businesses, while at the GATE small group activity, members present proposals for workplace improvements. Many employees participate in these annual events, with some particularly enjoying the experience. Furthermore, when it comes to horizontally deploying selected best practices, employees communicate with each other, exchange information, and work on them, which leads to even more new ideas.

One challenge that we are currently addressing is talent portfolio management.

As customers become more diverse, we need to change accordingly. We have introduced a global HRIS (Human Resources Information System) to visualize our talent portfolio, but what is important here is how we put such data into use. To optimally assign talent, we identify candidates through a globally shared job grade policy based on job descriptions and expected roles. We hope to make it easier for the members of our management team and those in managerial positions to manage our talent in collaboration with the Human Resources Management Division.

### Working to Achieve the Three HR-related “Future-Financial” Targets

Our “future-financial” targets for 2030 in HR include the female leaders ratio, employee engagement scores, and challenge ratio. Our policy for these targets is to index them whenever possible and actively disclose numerical data. By openly disclosing what has yet to be achieved and committing to targets, we are able to quickly implement actions for improvement.

#### Female Leaders Ratio

We define leaders as those in managerial positions who oversee subordinate members. Our target of female leaders ratio is 30% by 2030. For Nitto to respond to the diversification of customers, we believe that there are many more opportunities for women to be empowered that have yet to be tapped into. Instead of focusing solely on numbers, we are committed to developing female talents who can fulfill leadership roles effectively.

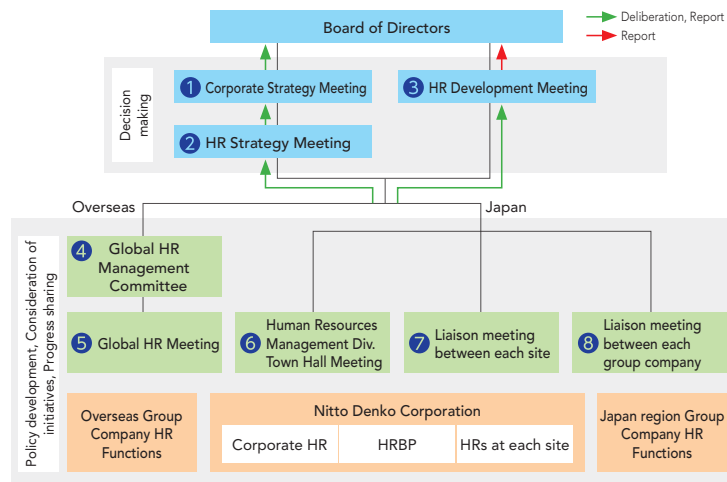
In response to a low ratio of female leaders in Japan, we initiated the FLOWER Program\* in April 2022 to cultivate female leaders who can drive organizations and teams within Japan. We encourage program participants to come face-to-face with their career and, even while parenting, attempt professional challenges, such as overseas assignments and extended business trips, as they communicate frequently with their supervisors. We are also active in inviting female leaders from outside the company to give training sessions to build leadership mindsets. These are just some of the training opportunities designed to broaden their experiences.

\* Female Leaders Ownership Empowerment Program is designed with the hope that individuals of any gender can flourish, embodying the program's vision of everyone blooming into magnificent flowers.

#### Engagement Scores

We conduct an employee engagement survey once every two years. For the third survey in fiscal 2023, we broadened the scope to include production sites at our overseas locations, carrying out the survey at all Group sites. The score showed an improvement from the previous survey. To elevate employees' motivation, we aim to increase job satisfaction by implementing programs that satisfy employees with various aspirations,

Human Resource Management Structure

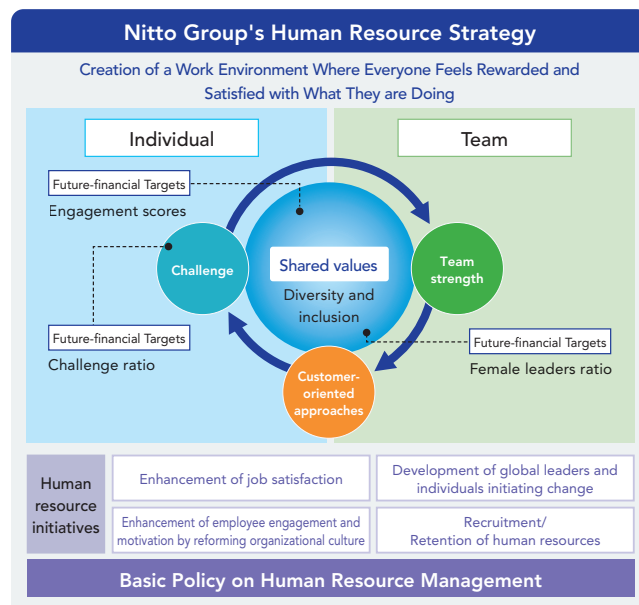


Descriptions of Each Meeting

Meeting Name (freq.)	Meeting purpose, participants
1 Corporate Strategy Meeting (monthly)	Focus; HR policies Members: President, each Executive Officer
2 HR Strategy Meeting (monthly)	Focus; HR policies & procedures Members: General Manager of Human Resources Management Div., each manager of Human Resources Management Div.
3 HR Development Meeting (annual)	Focus; Talent development, promotion, etc. Members: Directors, Human Resources Management Div.
4 Global HR Management Committee (semi-annual)	Formulation of global HR strategy Members: Each Region Director, Nitto HQ HR
5 Global HR Meeting (quarterly)	Focus; Global HR initiatives Members: Each Region HR Leader, Nitto HQ HR
6 Human Resources Management Div. Town Hall Meeting (monthly)	Focus; Company-wide management situation Members: All members of Human Resources Management Div.
7 Liaison meeting between each site (monthly)	Focus; Japan regional HR initiatives Members: Human Resources Management Div., member of each office HR functions
8 Liaison meeting between each group company (monthly)	Focus; Japan regional HR initiatives Members: Human Resources Management Div., member of each office HR functions, member of each group company HR functions

such as pursuing a career they envision or striving to contribute to society. Our current goal is to raise the score to 85 by 2030.

If I were to identify factors for higher engagement over the last two years, I would say it was because of the increase in opportunities for the president and other officers to engage in having conversations with employees, the expansion of flexible work arrangements, measures to improve employee health and welfare programs, and the cultivation of a culture of mutual praise. We also ensure that we offer various opportunities for our employees to shape their careers autonomously, including job postings, second job programs, overseas trainee programs, and career interviews, which our employees rate highly satisfactory. Furthermore, a large number of our employees in Japan and overseas, join GATE and NIC. We believe that providing everyone with



opportunities to make casual proposals has resulted in high engagement.

On the other hand, upon examining the results by position, we observe a trend where scores decrease progressively from general managers to managers and then to associate managers, which presents a concerning challenge. To assess the management at Nitto, such as whether supervisors effectively communicate the purposes and objectives of work to their subordinates, we conducted a 360-degree survey involving general managers and managers. Based on the findings of the survey, we ask them to take relevant training sessions and review their management styles.

#### Challenge Ratio

Our 2030 target for the challenge ratio is 85%. The Nitto Group has a "culture of supporting challenges," but recently we have been telling our employees that we want to make it a "culture of enjoying challenges." While we naturally encourage employees to take on challenges on an individual level, the Nitto Group is unique in that we also encourage our employees to take on challenges as a team.

In fact, one employee who applied for and participated in a short-term overseas training program, which is actually included in the challenge ratio, said, "The hands-on experience on-site broadened my perspective as I realized the same information can be interpreted differently. Through interactions with people from diverse cultural backgrounds, I learned the importance of taking action, which I am now applying to my current work." Another employee who took up e-learning said, "I acquired specialized knowledge in fields that interest me in order to pursue my own growth and career advancement," which delighted me profoundly. Sometimes, knowing there are people like them is inspiring. We are committed to providing full support to employees who are eager to grow personally and explore new realms.

#### Impact on Business: From "Future-Financial" to "Financial"

We are currently engaged in detailed discussions on demonstrating the connection between "future-financial" and "financial" values, specifically how the former transitions into the latter. Take GATE as an example. In the past, group members were requested to present the monetary value that their activities had saved them. With the challenge ratio, it is now possible to show how the percentage of employees who joined GATE, the monetary amount saved, and the impact on profitability are interrelated. On the other hand, from the perspective of long-term impact, we can see how different parameters, such as the number of participants in selective training programs, business opportunities created, impact on profitability, and new businesses created, relate to each other.

All in all, we assume that "challenges" are a major factor that can impact Nitto Group's management. In linking future-financial value to financial value, we believe it is important to show the expected output for actions while carefully verifying correlations and causal relationships and deriving Nitto's unique formula.

For the Nitto Group to make great strides and keep growing, we will advance our work environment so that we can empower those who can incorporate diversity into the Nitto mindset they have diligently developed and constantly take on the challenges to lead progressive initiatives.

Furthermore, as diverse employees actively engage in various challenges, we will advance our Global Niche Top™ strategy, a key strength of our business, and strive for "Creating Wonders" at all of our workplaces through *Sanshin* Activities, robust customer relationship approaches, and unified efforts across R&D, Manufacturing, Sales, and Administration.

## Empowering Diverse Employees

### Themes and Target Indicators for the Human Resource Strategy

To create a work environment where everyone feels rewarded and satisfied with what they are doing, the Nitto Group is focusing on four human resource initiatives with the aim of achieving HR-related future-financial targets for 2030.

Described below are some of the noteworthy initiatives that were implemented in fiscal 2023 as part of the four programs.

Program	Theme	Key Initiatives in Fiscal 2023	2030 Management Targets
Enhancement of job satisfaction	Meaning of working and development of a work environment	ESG and Corporate Philosophy <i>Kuruma-za</i> , campaign to raise awareness of a "corporate culture where employees enjoy challenges," development of a work environment that supports flexible work styles	
	Enhancement of productivity	DE&I lecture session, small group activity GATE, review of how meeting bodies should be administered	
	Health and productivity	A walking event <i>Teku-teku Torino</i> , drawing up of the Eleven Nitto Health Actions	
Enhancement of employee engagement and motivation by reforming organizational culture	Empowerment of younger employees and middle management	Engagement survey, career interviews, opening of Career Terrace, expansion of eligibility for job postings, overseas trainees, expansion of training programs	■ Female leaders ratio <b>30%</b>
	Proactive rotation of human resources	Introduction of Human Resource Business Partner (HRBP), strategic rotations	■ Engagement scores <b>85</b>
Development of global leaders and individuals initiating change	Strategy/vision-focused leaders	Selective training NGBA and KLIP, 360-degree survey and management transformation training, introduction of a training platform NGL, ESG training	■ Challenge ratio <b>85%</b>
	Innovation initiators	New business creation convention NIC	
Recruitment/retention of human resources	Promotion of diversity in human resources and work styles	FLOWER Program for development of female leaders, development of work environment that encourages male employees to take childcare leave	
	Recruitment of human resources and increase in their retention	Building a global talent pipeline of regional management candidates (succession, talent pool), visualization of turnover at Group companies, measures to bolster recruitment capability and increase retention rate, improvement of compensation of those in managerial positions, revision of annual working hours and the number of days off	



## ■ Enhancement of Job Satisfaction

As we practice The Nitto Way, we aim to create a fulfilling, sound work environment that ensures the well-being of employees, in an attempt to revitalize the organization by motivating employees and enhancing productivity.

### ESG and Corporate Philosophy *Kuruma-za*

To ensure that every employee reflects on their behavior and aligns their actions with the Corporate Philosophy, Nitto is globally organizing the ESG and Corporate Philosophy *Kuruma-za*. In fiscal 2023, we hosted a series of discussions where supervisors “cascaded down” to their subordinates the importance of each employee embodying the Corporate Philosophy to achieve the mid-term management plan, Nitto for Everyone 2025. On those occasions, we segmentalized the Group’s targets and strategies into individual operations to foster concrete action and understanding. In Japan, a total of 691 sessions were held.

In addition to this, we plan and implement region-specific Corporate Philosophy penetration activities, which are customized with the culture and environment of each country in mind.

### DE&I Lecture Sessions

In order to promote understanding and penetration of DE&I, as well as work style reform, we invited a panel of experts and organized a lecture session titled, “Why Not Strive Equally for Personal Lives and Work Results? Arrest the Time Robber!” To the managerial audience, the lecturer shared tips on how to support subordinates’ private and work lives while fully enjoying their own work, private, and social lives. For non-managerial staff, the focus was on leading a fulfilled private life and achieving work results, grounded in DE&I and work style reform. Many participants voiced their view that the session provided them with an opportunity to look at themselves in a different light.

We will promote work style reform while organizing more of these events, to enhance employees’ job satisfaction.



The lecture session

### GATE Activities

The Nitto Group has traditionally embraced a corporate culture of taking bottom-up approaches to work on improvement. Since 2006, this tradition has persisted in the form of small group activity, GATE, which plans and implements bottom-up initiatives designed to enhance productivity, quality, and safety and reduce costs. Such initiatives are being deployed across regions, and outstanding projects are commended at an annual global convention.

A recent example from our Group company in Thailand highlights a significant cost reduction achieved through DX-driven enhancements in HR management affairs. Since fiscal 2023, we have linked GATE activities with the challenge ratio, one of the future-financial targets, to give an additional push to this small group activity.

## ■ Enhancement of Employee Engagement and Motivation by Reforming Organizational Culture

To make Nitto an “essential top ESG company,” we are actively building a foundation that enables every employee to feel satisfied and motivated; this involves encouraging them to stay engaged, leverage their strengths, and embrace challenges.

### Enhancement of Engagement

As part of our effort to build an organization that listens carefully to what its employees have to say and addresses company and departmental issues effectively, ensuring that every employee feels content in their roles, we conduct a Global Engagement Survey once every two years. The fiscal 2023 survey (94% response rate, 23,776 respondents) scored 81, up 7 points from the previous survey, showing that activities in each company and site paid off.

Likewise, scores for the questions on safety and Corporate Philosophy remained high as in the previous survey, reminding us of the source of the Nitto Group’s strengths.

Meanwhile, scores for the questions on talent management, leadership, and operational efficiency increased over the previous survey, but we still have room for improvement. As the scores vary among respondents’ positions at the company, boosting the engagement of associate managers, who would shoulder Nitto’s business in the coming generations, poses an important challenge we should address. We will stimulate the motivation of this specific group by providing support focused on each individual.

### Career Interviews and Career Terrace

To support employees in their autonomous career development, our HR team organizes career interviews for recent college graduates in their first to third years at Nitto, as well as for mid-career employees—an opportunity to candidly discuss their problems and concerns at their workplaces or their future careers. In fiscal 2023, a total of 716 employees were invited to join the interview.

Meanwhile, we have compiled a career interview support handbook to start “career interviews between supervisor and subordinate,” a different opportunity for dialogue from existing personnel evaluation interviews (associate managers only in fiscal 2023, after which the scope will be expanded).

Based partly on requests from employees, we set up a career support consultation office (Career Terrace) in fiscal 2024. Anyone who wishes may avail themselves of this service and speak with Nitto’s qualified career consultants. Through this opportunity, employees may deepen self-understanding and become aware of what has escaped their attention.

## ■ Development of Global Leaders and Individuals Initiating Change

The Nitto Group orchestrates its talent development programs by position and role in an effort to train talent who enjoy challenges and bring about transformation.

### Development of Manager Candidates

An avenue to train global leaders of the future generations, the NGBA offers a couple of programs for those selected from all Group companies: one for candidates for Nitto executive officers of the next generation (approx. nine months) and the other for developing candidates for senior executives (approx. 12 months). The programs include action learning sessions on business visions and management challenges, leadership coaching, and joint workshops with other companies. After the program is over, we continuously monitor the trainees’ activities and provide opportunities for them to develop leadership skills.

For associate managers up for higher managerial positions, the Kakaricho Leadership Improvement Program (KLIP) is offered. This position-specific program encourages trainees to set action plans that address challenges for their departments and, while implementing the action plans, acquire skills for producing results as an organization, thus enhancing their leadership.

### Enhancement of Leadership

The engagement survey results have highlighted the urgent need for transformation among managerial staff. Accordingly, since 2022, we have conducted an annual 360-degree survey for general managers and managers, which subject them to evaluations by multiple employees like supervisors and subordinates whose positions differ from theirs. This multi-angled survey gives them an opportunity to view their management style objectively and improve it, as necessary. Additionally, each year, forty employees in managerial positions are selected to participate in a management reform training seminar that lasts approximately six months.

### Global Expansion of Training Platform and Enrichment of Training Programs

As a new initiative for the entire workforce, the Nitto Group in fiscal 2023 introduced the Learning Management System (LMS), a common training platform for the Group, in Japan. Starting in fiscal 2024, this platform is being rolled out throughout the Group under the new name of the Nitto Global Learning Lab (NGL). All internal training seminars may be applied via NGL. Allowing trainees to manage a list of suggested training courses on My Page, NGL is expected to help foster employees' awareness of the importance of active learning.

In addition to the development of this system, we are adding more learning opportunities in many different ways, such as introducing new training programs. This expansion has led to an increase in the number of employees actively pursuing self-development and skill improvement.



The top page of NGL

### Recruitment/Retention of Human Resources

The Nitto Group sees human resources as our most valuable assets. In order to constantly create new value and achieve sustainable growth, we are working hard to recruit and retain diverse talent.

### Empowerment of Female Employees

Shooting for a female leaders ratio of 30%, one of the 2030 management targets, in April 2022, we launched the FLOWER Program in Japan, which aims at developing female employees who take the lead of their organizations or teams. The program encourages understanding that it is acceptable to have diverse leadership models or to develop one's own perspective. It adopts a dual approach, focusing on enhancing business skills and fostering a mindset conducive to leadership. The program includes lecture sessions led by former managers from both within and outside the company, management skill development training, and mentorship opportunities. After the nine-month schedule, 80% of the participants think positively about the importance of demonstrating their leadership. We will remain committed to retaining female leaders and enhancing their job satisfaction.



The FLOWER Program

### Enhancement of the Ratio of Employees Taking Childcare Leave

The Nitto Group is dedicated to providing its employees with a superb environment for childcare. Beyond enhancing related systems like paid holidays for childcare, paid holidays by hour, and work-from-home options, we actively promote these initiatives by organizing round-table discussions among male employees who have taken childcare leave and sharing their experiences on the intranet. This helps cultivate an organizational culture that supports easy access to childcare for all employees.

In fiscal 2023, the ratio of male employees taking childcare leave\* reached 94.8% (non-consolidated). In recognition of the outcomes of these initiatives, we received the *Kurumin* certification, which is conferred to childcare-supportive institutions by the competent minister.

\* The percentage of male employees who took childcare leave, etc. combined with company-specific parental leave

### Bolstering of Recruitment Capability and Increase in Retention Rate

We are hiring talent knowledgeable about machinery and electricity/electronics, expertise that is indispensable for future business growth. We are also hiring more technical college graduates in the hope that they can hit the ground running. In our recruitment process, we engage interns in actual job roles and conduct plant tours to help prospective employees gain a concrete understanding of our business operations, employee activities, and corporate culture. This approach allows candidates to envision their potential future with the company more clearly. To help new recruits form relationships with their future colleagues even before starting at the company, we create many opportunities for prospective employees to meet and interact in the hope of them building connections early in their career journey with us. After they have joined us, we carefully monitor how new recruits are doing by organizing training opportunities and surveys up to their third year, to increase the retention rate.

#### TOPIC

### Topics on Human Capital Management

Nitto was selected for Human Capital Leaders 2023 and Human Capital Management Gold Quality in the Human Capital Survey 2023, which was jointly conducted by HR Technology Consortium, HR Research Institute (ProFuture Inc.), and MS&AD InterRisk Research & Consulting, Inc. Nitto was also recognized as a Best Workplace, the highest rating in the D&I Award 2023, which recognizes companies committed to D&I, organized by JobRainbow Inc.



## Round-table Talk: From Supporting to Empowering: Transitioning to a Corporate Culture Where Employees Enjoy Challenges

### Driven by an Unbroken Line of Corporate DNA to Attempt Challenges It's Our Collective Passion for Challenges that Enriches Personal Experiences and Fosters the Growth of Each Organization and the Group



**Takeshi Yamazaki**  
Global Environment & Safety Section,  
Environment & Safety Department,  
Toyohashi Plant  
(Environment & Safety Section,  
Tohoku Plant at the time of this talk)

**Kohei Kubota**  
Electric Engineering Section,  
Production Engineering Department 1,  
Production Division,  
Functional Base Products Sector

**Kazuki Tsuchimoto**  
Executive Vice President  
General Manager of Production  
Division

**Tatsuma Tanaka**  
Manufacturing Section3,  
Manufacturing Department,  
Manufacturing Division,  
Information and Communication  
Technology Sector

#### GATE and the Safety Promotion Conference—Embodying the Employee-Centric Corporate Culture of Enjoying Challenges in the Field

› **Tsuchimoto:** At Nitto, we all have corporate DNA that prompts us to take on challenges. Originating in 2006, both GATE and its spin-

off, Safety Promotion Conference, are global activities that showcase Nitto's distinctive corporate culture. For many years now, Quality Circle Activities, which are employee-led small group activities for quality control/improvement, have been popular in the manufacturing sector in Japan. GATE is Nitto's improvement activities that employ bottom-up approaches to streamline production processes, on top of improving quality. Meanwhile, because safety activities often adopt both bottom-up and top-down approaches to improvement, we

initiated Safety Promotion Conference in 2020 with the aim of promoting safety activities at each site and workplace. To ensure that employees who have contributed to various forms of improvement are commended as they should be, both activities incorporate an employee commendation system. All of you here have been awarded at GATE or Safety Promotion Conference. What are your thoughts on this achievement?

› **Yamazaki:** I was honored individually at Safety Promotion Conference in 2023 for my achievements while I was at the Tohoku Plant. To be honest, I was involved in putting together this individual commendation program. It was an attempt to embody one of the values of the Nitto Group, namely, "Place safety before everything else," in Nitto's unique corporate culture of praising others. I feel incredibly delighted knowing that commending employees contributes to a stronger focus on safety within the Nitto Group, and I am very proud to be honored as one of the safety team members. As I envisioned while designing this program, I anticipate that it will evolve into one that encourages individuals recognized at their sites to ambitiously strive for recognition on a larger regional or global stage.

› **Kubota:** I was commended at GATE for my project to visualize the residual quantity of solvents, which are found at various locations within the Toyohashi Plant, and to develop an electronic solvent order system. In the past, we had to walk around the premises to check how much solvent was left at each location or place orders using order sheets or via e-mail. Now, this system allows us to check the order status online, which helps increase the productivity of routine work.

› **Tanaka:** I work at the Manufacturing Division of the Information and Communication Technology Sector. The project for which I was commended at GATE was concerned with improving the production yield and budget situation for manufacturing. With cooperation from the production engineering and design team members and input from the manufacturing team, I managed to work out an improvement. The production yield directly affects business revenue, and so it was gratifying to discover an improvement.

› **Tsuchimoto:** What was the feeling you had when you got over your challenge?

› **Tanaka:** I was elated! It is not just outcomes. While working on the project, I made many presumptions; some were right and others were not, but every milestone brought me joy and motivation nonetheless.



› **Kubota:** I felt overwhelmed initially because I was new and did not know how the organization operates. I needed to go out and speak with persons from many different sections, which helped me broaden my communication skills. I was moving around to do research, but every experience taught me something interesting.

› **Yamazaki:** I felt so satisfied to know that I got evaluated better for the tangible result I achieved. We all started from a really small group, and it is wonderful that some of the activities went across departments like the one Kubota-san did.

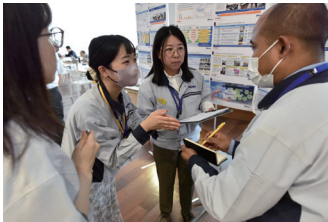
### Revolutionary Ideas Were All this Intermediate Material Manufacturer Had to Outperform Competitors

› **Tsuchimoto:** GATE originally started by encouraging each and every employee to act autonomously by tackling the improvement of issues that are familiar to them. Every year, employees are increasingly eager to participate, resulting in this activity spreading from the manufacturing floor to the back-office operations. Now, we invite outstanding teams from each region to Japan to deliver a presentation. It has since become an opportunity for qualifying teams from each region to share their stories of improvement with their peers across the globe. It has been almost 20 years since GATE kicked off, and I can say that this event truly embodies the Nitto Group's culture of enjoying challenges.

› **Yamazaki:** I think everyone views GATE not as a special initiative but as a natural and expected part of our operations. I also think it relates to Nitto's tradition of encouraging experimentation, where ideas are not immediately dismissed but rather given consideration.

› **Tanaka:** I was honored at GATE this time, but I got commended for what I am doing on a daily basis, that is, working toward targets by taking the size of expenses incurred into account. If someone takes the lead in taking on challenges, I feel that improvement will surely accelerate.

› **Tsuchimoto:** The Nitto Group's business can be traced back to tape. Depending on how you use it, however, tape can fulfill many different functions. Coming up with new applications depends



The poster session of GATE

on the quality of ideas, which I believe explains why Nitto cherishes free thinking of individuals. The same holds true for *Sanshin* Activities. We keep saying that we support those who challenge themselves, and what truly sets us apart is our steadfast policy of allowing each employee to pursue their desire to take on challenges. It is always the field workers who understand the realities of manufacturing most, and we should not compromise on this insight.

› **Yamazaki:** When we do a safety patrol in the field, we make it a rule to ask them if there is any tricky operation, and one of the common pieces of feedback we receive concerns work procedures that fail to accommodate left-handed operators. I understand that many companies prioritize adhering to existing procedures. However, Nitto performs risk assessments and considers revising the procedures for safety so long as it does not affect product quality. I believe this flexible response to changes that concern the entire Group is another source of our strength.

### Transitioning to a Stage Where Every Employee Further Embraces the Desire for Challenge Embedded in Our DNA

› **Tsuchimoto:** One of the future-financial targets is the challenge ratio. Some challenges start because of recommendations by the company, but what makes this initiative unique is that challenges initiated by individuals are also counted. GATE is open to everyone, and anyone can participate if they have a project they want to work on. We count those employees to calculate the challenge ratio. Taking on challenges is in Nitto's DNA, but we are hoping to move forward to a stage where our employees spontaneously "enjoy" challenges more, rather than us merely cheering each individual.

› **Kubota:** I do not think it necessary to try redefining "challenge" seriously. So long as it is a challenging attempt by individuals, enrolling in a training seminar that they have never joined before counts, too. With this very favorable environment for us to take on challenges, I think it is easy for anyone to take the first step.

› **Yamazaki:** Those working for back-office operations should typically find it difficult to discover something that directly leads to their evaluation. This being the case, I think the key to this indicator of the challenge ratio is that it is all about challenges initiated by employees themselves.

› **Tanaka:** I work on the manufacturing field and am committed to making every improvement, big or small, to enhance our workplace. I think it is also a challenge to ask around if anything is annoying them, based on which we come up with a proposal for improvement. In this respect, it is already well-rooted in our corporate culture.



Award Ceremony at Safety Promotion Conference

› **Tsuchimoto:** When I visit our overseas sites, I am always made to realize that those who are working in the field understand their issues and problems the best. So, the first step that should be taken is for such employees to enjoy challenges without being afraid of making mistakes. This approach enriches their experience, which in turn facilitates the Group's growth. All we need to do is have a little awareness of issues to see all the opportunities that await us. I want everyone to seize every opportunity and actively pursue challenges.

› **Yamazaki:** Because every inch of my personal growth is interpreted into this company's growth, I feel that everyone in this company is backing me. Recently, many young people are switching jobs to discover their new potential. Given the numerous opportunities to try something new within the Group, this policy of encouraging employees to embrace challenges may also help retain our workforce.

› **Kubota:** Recently, I have taken my share of household chores and child-raising, and sometimes, I think it is not easy to maintain a good work-life balance. Now that I have the support of everyone at my workplace, though, I am determined to successfully complete a project I have committed to while still being a dedicated, family-oriented father.

› **Tanaka:** I assumed the position of foreperson this April and I will take the initiative to prompt members of my team to take on challenges and prepare myself to follow up with them should they fail in their attempts. In the meantime, I will take up a new challenging project myself, just as they do.

# Upholding and Respecting Human Rights

## The Nitto Group's Approaches to Human Rights

To continuously fulfill the Nitto Group's Mission, "Contribute to customers' value creation with innovative ideas," we uphold The Nitto Way, a set of values that we should live up to. Among these values is "diversity & human rights." By valuing integrity and modesty, as well as respect for the diversity and rights of all people, we seek to remain a company that earns trust from society and is chosen by customers. In order to achieve sustainable growth as an essential presence for humanity, society, and the world, we have also set "upholding and respecting human rights" as one of our material issues for sustainability (materiality).

## Nitto Group's Basic Policy on Human Rights

All employees of the Nitto Group share a respect for "diversity & human rights," one of the values of The Nitto Way. Also, we prepared the Business Conduct Guidelines (BCG), which includes a code of conduct on human rights, ensuring that each and every one of our employees is aware of it. To help all employees raise their awareness of respect for human rights, we organize periodic e-learning training courses using the BCG for the entire workforce, including officers, and invite experts in this field to give lectures for our employees.

The Nitto Group supports international rules and regulations concerning human rights\* and specifies the actions we are expected to take in the Basic Policy on Human Rights, so that we can reduce any negative impact on human rights throughout our supply chains. In addition, all of our sites, post the Basic Policy on Human Rights in the language of their respective countries and regions so that employees are fully aware of the policy.

## Basic Policy on Human Rights

<https://www.nitto.com/jp/en/sustainability/social/human/>

\* The Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights, the International Covenant on Economic, Social and Cultural Rights, core labour standards as set forth in the ILO Declaration on Fundamental Principles and Rights at Work by the International Labour Organization (ILO), and the UN Guiding Principles on Business and Human Rights

## Human Rights Promotion System

The Nitto Group addresses issues concerning human rights by establishing a dedicated department among special function departments. To enhance the effectiveness of the initiatives in this regard, we set up a council composed of representatives from departments responsible for the promotion of ESG management as a whole, human resources, and procurement, as well as each geographical region, thus strengthening cross-sectoral collaboration. This council, structured with site-specific, region-specific, and global teams, manages human rights risks, develops relevant strategies, outlines necessary programs, and monitors the implementation and progress of these programs. This multi-layered approach is tailored to accommodate the unique circumstances of each region and site. For more details on the council, please see the page on Compliance (P.71).

## Human Rights Due Diligence

In line with the aforementioned approaches to human rights, the Nitto Group has built a human rights due diligence management system pursuant to the UN Guiding Principles on Business and Human Rights, with a view to preventing or reducing any negative impact that our business undertakings might have on human rights.

## Actions in Fiscal 2023 (Determination of Human Rights Issues)

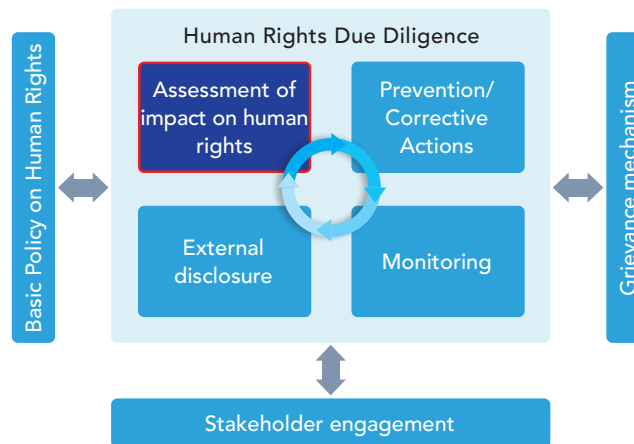
In fiscal 2023, the Nitto Group began to identify potential human rights risks by reviewing the general situations, industry landscape, overview of our business, and an update of supply chains in regions where we operate from a broader perspective.

For certain human rights issues, we identify risks that emerged from the findings of self-assessments conducted by Group companies in Japan and compliance surveys carried out by all Group companies.



The workshop

The identified human rights issues were reviewed in a workshop not only with domestic related parties, but also with persons overseeing human rights affairs in each area at overseas Group companies. During the workshops, we discussed issues unique to each region and identified human rights issues that require priority attention. Going forward, we will prioritize human rights issues based on insights from third-party experts and dialogues with stakeholders, ensuring we address the most pressing concerns effectively. We also plan to strengthen the grievance mechanism in order to accelerate the drive to prevent and reduce any negative impact. We plan to disclose risks and important human rights issues thus identified on our websites.





## Building Resilient Supply Chains

### Improved ability to anticipate and respond to supply chain risks

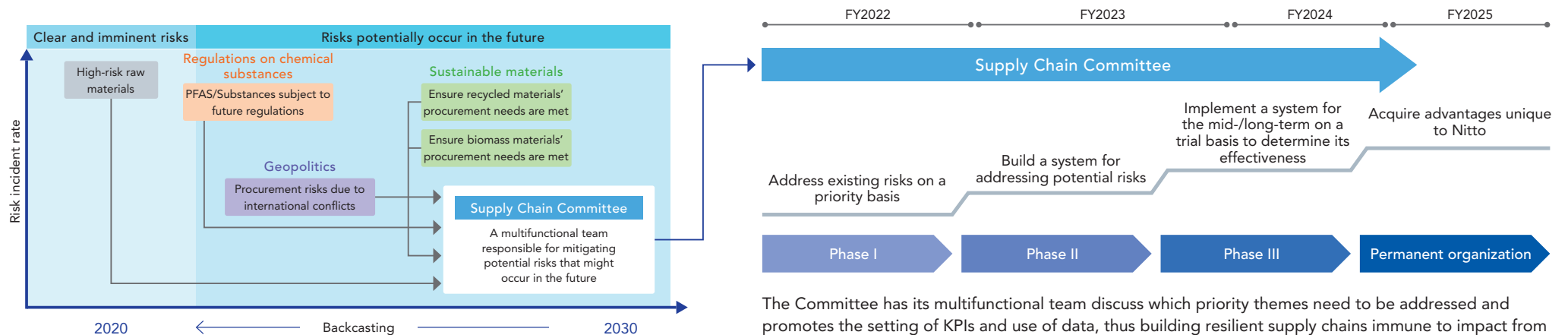
Cooperation throughout supply chains is essential to implementing our Niche Top Strategy and ESG Strategy," which we declared in the current mid-term management plan. Environmental challenges and human rights issues that require urgent responses, tighter regulations on chemical substances, geopolitical risks, industry reorganization, and withdrawals from business—we find ourselves in constantly changing external environments, and we realize that supply chain risks stemming from these changes pose significant managerial issues. To ensure a stable product supply and fulfill our responsibility to customers, it is crucial to not only address materialized risks but also to enhance our foresight into potential risks and establish systems and structures in advance that allow for flexible responses when risks emerge. As a solution to this challenge, in the second half of fiscal 2022, the Nitto Group established the Supply Chain Committee, a multifunctional organization under the command of the top management. This Group-wide Committee places all sorts of risk information under a single umbrella and shares its findings with the management team while conceiving measures to reduce risks and monitoring the status of responses taken throughout the Group.

The Committee's initiatives are in progress with three main phases.

- Phase I (the second half of fiscal 2022): Shared risks associated with raw materials procurement that might occur in the future with management team, sorted out existing risks from potential risks based on their trends over time and incidence, and identified the following priority tasks. 1. Take precautionary action against raw materials potentially posing a high risk for the Group; 2. Address geopolitical risks; 3. Ensure compliance with regulations on chemical substances; and 4. Secure access to sustainable raw materials.
- Phase II (the first half of fiscal 2023): Began addressing existing risks, set up a subcommittee for each type of risk classified in Phase I, and drew up the following measures from both the short-term and mid- and long-term perspectives.
  - High-risk raw materials: Built a framework for assessing risks associated with supply of such raw materials. By performing annual risk assessments not only during the product development stages but also after mass production has commenced, prevented procurement risks from emerging. At the same time, aimed to convert high-risk raw materials into strategic raw materials.
  - Geopolitical risks: Identified areas with such risks to implement short-term measures against high-risk raw materials that had emerged. Incorporated the criteria for geopolitical risks into the aforementioned framework for risk assessment to prevent potential risks from surfacing.

- regulations on chemical substances: Based on information on relevant laws/regulations collected and shared by the specialized department, asked suppliers to conduct investigations without fail under the instruction of the persons in charge of chemical management in products appointed at each business sector, to determine their impacts on business. The current focus is being placed on the PFAS restriction.
- Sustainable raw materials: In order to achieve the sustainable materials procurement ratio of 20% by fiscal 2025 (future-financial target), created a conversion roadmap for each raw material.
- Phase III (the second half of fiscal 2023 – the first half of fiscal 2024): Implement the measures drawn up in Phase II on a trial basis

After the results of Phase III are out, each business sector will implement the measures on a full scale from the second half of fiscal 2024. These activities will leverage the Niche Top Strategy to secure a competitive advantage for the Group while reinforcing our resilience against changes in the external environment.



The Committee has its multifunctional team discuss which priority themes need to be addressed and promotes the setting of KPIs and use of data, thus building resilient supply chains immune to impact from external environments.

## Building Resilient Supply Chains

Nitto Group's Sustainable Procurement	<b>Risk Management</b> <ul style="list-style-type: none"> <li>• Detection of supply risks caused by changes in external environments</li> <li>• Proactive action to contain risks</li> <li>• Initial response in emergencies</li> </ul>	<ul style="list-style-type: none"> <li>■ Analysis, assessment, and response to risks (geopolitics, chemical substances regulations, divestment) by the Cross-sectoral Supply Chain Committee</li> <li>■ Confirmation of the safety of and determination of impact on suppliers via systems</li> </ul>
	<b>CSR Procurement</b> <ul style="list-style-type: none"> <li>• Fulfillment of corporate social responsibility</li> <li>• Building of supply chains that care about human rights, occupational safety &amp; health, the environment, and corporate ethics</li> </ul>	<ul style="list-style-type: none"> <li>■ Presentation of policies and code of conduct via the CSR-Based Procurement Guidelines</li> <li>■ Evaluation of suppliers by CSR assessment and corrective actions</li> <li>■ Continued practice of CSR-based procurement (door-to-door surveys, human rights due diligence, conflict minerals)</li> </ul>
	<b>Green Procurement</b> <ul style="list-style-type: none"> <li>• Promotion of procurement of materials with minimal environmental impact</li> <li>• Ban on the use of, reduction of, and control discharge of hazardous chemical substances</li> </ul>	<ul style="list-style-type: none"> <li>■ Presentation of the policy via the Green Procurement Standards</li> <li>■ Survey of CO<sub>2</sub> emissions</li> <li>■ Chemical substance investigation and control of information thereof</li> <li>■ Promotion of the use of biomass and recycled materials</li> </ul>

In order to maintain/continue the Nitto Group's business undertakings and fulfill our corporate social responsibility throughout our supply chains, we defined the Nitto Group's sustainable procurement and act accordingly.

For risk management, under the lead of the Supply Chain Committee, we proactively identify potential risks that may be caused by changes in the external environments, such as geopolitical risks and chemical substance regulations, and take necessary action to stabilize business. In the event that natural and other disasters occur, we use the safety confirmation system to get a picture of our suppliers' situations.

For CSR-based procurement, we conduct CSR assessments while communicating to suppliers the Nitto Group's policies and what we want our suppliers to observe.

For Green procurement, we conduct surveys of CO<sub>2</sub> emissions and investigate chemical substance contamination to procure materials with minimal environmental impact, and promote the use of sustainable materials, one of the future-financial KPIs for the mid-term management plan.

### Strengthening CSR Assessment

In a bid to build supply chains that care about human rights, occupational safety & health, the environment, and corporate ethics, the Nitto Group sends a CSR-based procurement survey to suppliers annually in accordance with the CSR-Based Procurement Guidelines. After feeding the survey results back to the suppliers that responded, we ask suppliers whose procurement is found to have issues to correct them. Eighty-seven percent of the suppliers who were requested to correct their issues

responded by saying they would. In fiscal 2023, no critical issues were found. Furthermore, we continue with on-site investigations. Working together with suppliers, we are dedicated to enhancing CSR.

In fiscal 2023, we introduced a platform provided by EcoVadis, a third-party rating service, to begin ratings in Japan and China using their assessment method. In fiscal 2024, we plan to roll out the platform to Europe, the Americas, and South Asia.

Utilizing the CSR-based procurement survey, CSR assessment by EcoVadis, and corrective actions, we will work with our suppliers to achieve sustainable procurement throughout supply chains.

### Partnership Meetings

We believe that collaboration with suppliers is essential to realize sustainable procurement. In fiscal 2023, we held Partnership Meetings in Japan, China, and Europe to share the Nitto Group's policies and expectations concerning CSR-based and green procurement with our suppliers. These meetings encouraged our suppliers to join us in fulfilling our shared social responsibilities. We plan to continue these meetings, providing suppliers with opportunities to network and collaborate.

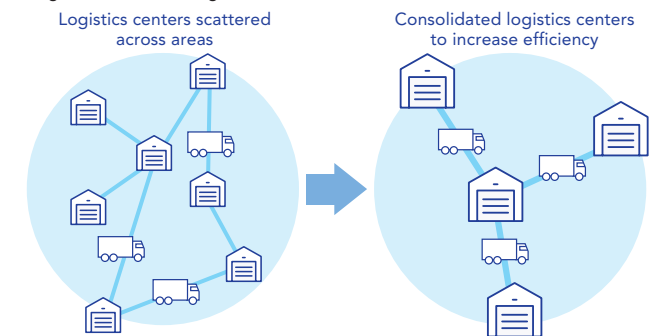
## Increasing Efficiency in Logistics

The Nitto Group regards the improvement of logistics in its supply chain as one of its key managerial issues.

In response to the "2024 Issue," we are proceeding with activities and verification from multiple points of view to offer solutions to the long working hours of drivers and labor shortages. Currently, by setting the "reduction of the standby time of shipping trucks to 30 minutes or less" as a KPI, we are implementing various measures, including quick movement of finished products to the shipping station where trucks stand by or making it a rule to contact logistics services in advance in cases of delayed shipment. As a result, in fiscal 2023, the average standby time at the seven sites, including two of our Group companies, was reduced to 7.0 minutes, down by 7.2 minutes from the previous year. We will roll out this proven program to other Group companies. Also, we are continuously conducting investigations toward optimizing delivery (hub-and-spoke system) by way of realigning the logistics network. By consolidating warehouses currently scattered across the country by area, we aim to increase loading efficiency per service and reduce the total number of shipments. Also, taking into account the findings of a survey on long-distance, long-hour trucking routes, which began in fiscal 2022, we will launch hub-and-spoke distribution from fiscal 2026, thus increasing efficiency in logistics in a coordinated manner.

Another key issue as far as logistics is concerned, we are working to reduce our CO<sub>2</sub> emissions. As a result of our efforts to promote a modal shift from trucks to railways, for example, we were able to reduce our logistics CO<sub>2</sub> emissions in Japan by 58.9 tons, achieving a 1.04% reduction in fiscal 2023 compared to the previous year, thus surpassing our self-imposed KPI of a 1% reduction.

### Reorganization of the Logistics Network



## Directors and Auditors (As of July 1, 2024)



**Toshihiko Takayanagi**  
Corporate Auditor

**Shin Tokuyasu**  
Corporate Auditor

**Yasuhiro Ohwaki**  
Director, Senior Executive  
Vice President

**Wong Lai Yong**  
Outside Director

**Yasuhiro Yamada**  
Outside Director

**Yosuke Miki**  
Director, Senior Executive  
Vice President

**Yasuhiro Iseyama**  
Director, Senior Executive  
Vice President

**Tatsuya Akagi**  
Director, Executive Vice  
President

**Yasuko Kobashikawa**  
Outside Corporate Auditor

**Tsuyoki Hattori**  
Outside Corporate Auditor

**Kiyoshi Sono**  
Outside Corporate Auditor

**Hideo Takasaki**  
Representative Director,  
President

**Yoichiro Furuse**  
Part-time Director

**Michitaka Sawada**  
Outside Director

**Mariko Eto**  
Outside Director



## Directors

### Hideo Takasaki

Representative Director, President

April 1978	Joined Nitto Denko Corporation
June 2008	Director, Vice President
June 2010	Director, Senior Vice President
June 2011	Director, Executive Vice President
June 2013	Director, Senior Executive Vice President
April 2014	Representative Director, President CEO, COO (present)

### Yoichiro Furuse

Part-time Director

April 1964	Joined Sumitomo Bank, Ltd.
June 1989	Director, Sumitomo Bank, Ltd.
October 1993	Executive Director, Sumitomo Bank, Ltd. (retired in June 1996)
June 1996	Senior Managing Director, Mazda Motor Corporation (retired in June 2000)
June 2001	Director, Sanyo Electric Co., Ltd.
June 2002	Representative Director and Vice President, Sanyo Electric Co., Ltd. (retired in October 2005)
January 2006	Representative Director, Evanston Corporation (present)
June 2007	Outside Director, Nitto Denko Corporation
September 2010	Non-Executive & Independent Director, Global Logistic Properties Limited (retired in December 2017)
July 2015	Chairman of Japan, Permira Advisers KK (retired in December 2020)
October 2015	Director, Sushiro Global Holdings Ltd. (retired in December 2016)
March 2016	Outside Director, Nasta Co., Ltd. (present)
January 2018	Consultant of GLP Pte. Ltd. (present)
January 2021	Consultant of Japan, Permira Advisers KK (retired in December 2022)
June 2023	Part-time Director, Nitto Denko Corporation (present)

### Yosuke Miki

Director, Senior Executive Vice President

April 1993	Joined Nitto Denko Corporation
June 2016	Vice President, General Manager of Information and Communication Technology Sector
April 2017	Vice President, Deputy CTO General Manager of Information and Communication Technology Sector, Deputy General Manager of Corporate Technology Sector and General Manager of New Business Development Division
June 2017	Director, Vice President
June 2019	Director, Senior Vice President
April 2020	Director, Senior Vice President, Deputy CTO General Manager of Information and Communication Technology Sector, Deputy General Manager of Corporate Technology Sector
June 2020	Director, Executive Vice President, CTO General Manager of Corporate Technology Sector, General Manager of Information and Communication Technology Sector
April 2021	Director, Executive Vice President, CTO
June 2022	Director, Senior Executive Vice President, CTO (present)

### Wong Lai Yong

Outside Director

September 2013	Founder, Principal Trainer and Consultant, First Penguin Sdn. Bhd. (present)
July 2018	Director, Penang Women's Development Corporation (retired in September 2023)
October 2019	Adjunct Associate Professor, Graduate School of Leadership and Innovation, Shizenkan University (present)
June 2020	Outside Director, Nitto Denko Corporation (present)
November 2022	Outside Director, Farmnote Holdings, Inc. (present)
June 2024	Outside Director, MITSUI E&S Co., Ltd. (present)

### Yasuhiro Iseyama

Director, Senior Executive Vice President

June 1991	Joined Nitto Denko Corporation
June 2017	Vice President, General Manager of Corporate Accounting & Finance Division
June 2020	Director, Senior Vice President, CFO
June 2021	Director, Executive Vice President, CFO
June 2023	Director, Senior Executive Vice President, CFO (present)

### Michitaka Sawada

Outside Director

April 1981	Joined Kao Soap Co., Ltd.
June 2008	Director, Executive Officer, Kao Corporation
June 2012	Representative Director, President and CEO, Kao Corporation
June 2020	Outside Director, Panasonic Corporation (present)
January 2021	Director and Chair of the Board of Directors, Kao Corporation
June 2021	Outside Director, Nitto Denko Corporation (present)
June 2022	Outside Director, Komatsu Ltd. (present)
March 2024	Special Advisor, Kao (present)

### Yasuhiro Ohwaki

Director, Senior Executive Vice President

April 1984	Joined Nitto Denko Corporation
June 2006	General Manager of Printed Circuits Department, Industrial Business Division
April 2010	General Manager of Planning & Management Department, Information and Communication Technology Division
April 2011	General Manager of Planning & Management Division, Tape Products Sector and General Manager of Planning & Management Department Industrial Products Division
April 2012	General Manager of Strategy Management Division, Functional Base Products Sector
June 2012	Vice President, General Manager of Functional Base Products Sector
October 2013	Vice President, General Manager of Automotive Products Sector
April 2015	Vice President, General Manager of Quality, Environment & Safety Management Sector
April 2017	Vice President, Director, Nitto Denko India Private Limited Senior Vice President
June 2017	Senior Vice President, CPO
October 2018	Senior Vice President, CIO, CPO
October 2019	Executive Vice President, CIO, General Manager of Corporate Sustainability Division
June 2020	Senior Executive Vice President
June 2021	Senior Executive Vice President, General Manager of Human Resources Management Division
April 2022	Director, Senior Executive Vice President, General Manager of Human Resources Management Division
June 2023	Director, Senior Executive Vice President, General Manager of Human Resources Management Division
June 2024	Director, Senior Executive Vice President, CHRO, General Manager of Corporate Human Resources Division (present)

### Yasuhiro Yamada

Outside Director

April 1987	Joined Bank of Japan
May 2018	Executive Director, Bank of Japan (retired in May 2022)
June 2022	Outside Director, Nitto Denko Corporation (present)
September 2022	Outside Director, SUSMED, Inc (present)
June 2024	Chairman, Custody Bank of Japan, Ltd. (present)

### Tatsuya Akagi

Director, Executive Vice President

April 1993	Joined Nitto Denko Corporation
May 2010	Director, Taiwan Nitto Optical Co., Ltd.
April 2015	General Manager of Sales Management Division, Information Fine Materials Unit, Information Fine Materials Sector
April 2016	General Manager of Business Management Division, Information Fine Materials Sector
April 2017	Deputy General Manager of Information Fine Materials Sector
June 2019	Vice President, General Manager of Information Fine Materials Sector
June 2022	Senior Vice President, General Manager of Information Fine Materials Sector
June 2024	Director, Executive Vice President, General Manager of Information Fine Materials Sector (present)

### Mariko Eto

Outside Director

April 1994	Joined MITSUI & CO., LTD.
October 2003	Registered with Daini Tokyo Bar Association
April 2015	Joined TMI Associates
January 2017	Partner of TMI Associates (present)
March 2019	Outside Corporate Auditor, OTSUKA KAGU LTD. (retired in August 2021)
June 2020	Outside Corporate Auditor, Starzen Co., Ltd. (retired in June 2022)
June 2022	Outside Director, Starzen Co., Ltd. (present)
June 2023	Outside Director, Nitto Denko Corporation (present)
March 2024	Outside Director, ASICS Corporation (present)

## Corporate Auditors

### Shin Tokuyasu

Corporate Auditor (full-time service)

April 1985 Joined Nitto Denko Corporation  
 June 2017 Vice President, Representative Director, Nitto Automotive, Inc.  
 July 2018 Vice President, General Manager of Compliance Division  
 April 2019 Vice President, General Manager of Corporate Sustainability Division  
 June 2019 Corporate Auditor (full-time service) (present)

### Toshihiko Takayanagi

Corporate Auditor (full-time service)

April 1981 Joined Nitto Denko Corporation  
 June 2009 Representative Director, Nitto Shinko Corporation  
 August 2014 Vice President, Chairman, Nitto Denko (China) Investment Co., Ltd.  
 April 2018 Vice President, General Manager of Sales Management Sector & Manager of Tokyo Sales Branch  
 June 2018 Senior Vice President  
 June 2020 Executive Vice President, General Manager of Sales Management Sector, General Manager of Taiwan  
 June 2023 Corporate Auditor (full-time service) (present)

### Yasuko Kobashikawa

Outside Corporate Auditor

February 2001 Registered as a Certified Public Accountant  
 June 2006 Established MIKASA&Co  
 June 2015 Outside Director of ARTNATURE INC. (retired in June 2022)  
 December 2017 Established JK & CREW Tax Accountant's Corporation (present)  
 June 2023 Outside Corporate Auditor, Nitto Denko Corporation (present)  
 June 2024 Outside Corporate Auditor, JVCKENWOOD Corporation (present)

### Kiyoshi Sono

Outside Corporate Auditor

April 1976 Joined The Sanwa Bank, Ltd.  
 May 2014 Director & Deputy Chairman, The Bank of Tokyo-Mitsubishi UFJ, Ltd.  
 June 2015 Chairman, Mitsubishi UFJ Financial Group, Inc.  
 May 2017 Vice Chair, Kansai Economic Federation (present)  
 June 2017 Outside Director, Nankai Electric Railway Co., Ltd. (retired in June 2024)  
 April 2019 Chairman/CAO, MUFG Bank, Ltd.  
 June 2019 Managing Executive Officer, Mitsubishi UFJ Financial Group, Inc. (retired in April 2021)  
 June 2019 Outside Director, Mitsubishi Motors Corporation (retired in June 2022)  
 April 2021 Special Advisor, MUFG Bank, Ltd. (present)  
 May 2021 Outside Director, Yomiuri Telecasting Corporation (present)  
 June 2022 Outside Corporate Auditor, Sampo Japan Insurance Inc.  
 April 2024 Outside Director, Sampo Japan Insurance Inc. (Audit and Supervisory Board Member) (Present)  
 June 2024 Outside Corporate Auditor, Nitto Denko Corporation (present)  
 June 2024 Director (Member of the Nominating Committee and Audit Committee), The Kansai Electric Power Co., Inc (present)

### Tsuyoki Hattori

Outside Corporate Auditor

April 1979 Joined Tokio Marine Fire Insurance Co., Ltd.  
 May 2012 Outside Director, Matsuya Co., Ltd. (retired in May 2017)  
 June 2013 Managing Director, Tokio Marine & Nichido Fire Insurance Co., Ltd  
 April 2015 Senior Managing Executive Officer, Tokio Marine & Nichido Fire Insurance Co., Ltd. (retired in March 2017)  
 June 2017 Representative Director & President, Nippon Automated Cargo And Port Consolidated System (NACCS) Inc. (retired in June 2021)  
 June 2024 Outside Corporate Auditor, Nitto Denko Corporation (present)

### Skills Matrix

Name	Title	Gender	Length of service	Leadership	Technology	Finance	Governance	Sustainability
Hideo Takasaki	Representative Director	Male	16	●				
Yosuke Miki	Director	Male	7	●	●			
Yasuhiro Iseyama	Director	Male	4			●	●	
Yasuhiro Ohwaki	Director	Male	1	●			●	●
Tatsuya Akagi	Director	Male	-	●				
Yoichiro Furuse	Director	Male	17	●		●	●	
Wong Lai Yong	Outside Director	Female	4				●	●
Michitaka Sawada	Outside Director	Male	3	●	●			●
Yasuhiro Yamada	Outside Director	Male	2		●	●	●	
Mariko Eto	Outside Director	Female	1				●	●
Shin Tokuyasu	Corporate Auditor (full-time service)	Male	5			●		●
Toshihiko Takayanagi	Corporate Auditor (full-time service)	Male	1	●			●	
Yasuko Kobashikawa	Outside Corporate Auditor	Female	1			●	●	
Kiyoshi Sono	Outside Corporate Auditor	Male	-	●		●	●	
Tsuyoki Hattori	Outside Corporate Auditor	Male	-				●	●

<Notes>

\*The table above shows skills specifically expected and is not all-inclusive.

\*Director Hideo Takasaki is designated as Leadership only from the viewpoint that it is most important for him to oversee management as President-Director.



## Policies and Procedures for Electing and Dismissing Directors and Corporate Auditors

### Appropriate Structure of the Board of Directors and Board of Corporate Auditors

Given the current scale of business, the need to facilitate substantial discussions at Board of Directors meetings and Board of Corporate Auditors meetings and to ensure an appropriate number of Outside Directors, etc., we believe that the appropriate size of the Board of Directors is not more than ten Directors (one third or more of whom are independent directors). Likewise, the Articles of Incorporation set an upper limit of ten. We also believe that the appropriate size of the Board of Corporate Auditors is not more than five members (half or more of whom are independent auditors), who are individuals having appropriate experience and ability as well as necessary knowledge in finance, accounting, and legal affairs, with at least one (1) Corporate Auditor who has sufficient expertise in finance and accounting. Likewise, the Articles of Incorporation set an upper limit of five. Furthermore, in order to make important policy decisions in an ever-changing business environment and to exercise a sustained supervisory function, we have identified five qualities, knowledge, experience, etc. (hereinafter collectively referred to as "skills") in "leadership," "technology," "finance," "governance," and "sustainability" for the Board of Directors and Board of Corporate Auditors and believe that a composition that ensures a good balance of such skills will contribute to management.

### Appointment and Dismissal of Directors and Corporate Auditors

The Officer Appointment Standards and the Officer Dismissal Standards have been established as described below and are applied when appointing or dismissing a Director or Corporate Auditor. In addition, in order to further enhance fairness and transparency in appointment and dismissal of Directors, the Management, Nomination and Remuneration Advisory Committee meets and reports the results of its deliberations to the Board of Directors, and the Board of Directors makes the final decision by taking such report into account.

#### <Officer Appointment Standards>

1. A person who practices the Nitto Way\*
2. A person who can contribute to the Company with the five skills identified by the Company.

\*Our unique values consisting of safety, sustainability, diversity and human rights, customer, anticipation of change, challenge, *sanshin* activities, niche top, speed and perfection, corporate culture, personal development and sense of ownership.

#### <Officer Dismissal Standards>

1. An act was committed that was contrary to public order and morality;
2. A violation of the laws and ordinances, the Articles of Incorporation, or any other regulations of the Group was committed, and Nitto suffered a substantial loss or hindrance to Group business operations due to such violation;
3. A material inconvenience was caused to the execution of the duties of an Officer; or
4. Any of the quality requirements set forth in the Officer Appointment Standards is no longer satisfied.

## Five Skills Identified by the Company

Skill	Reason for Selection
Leadership	For a company to keep growing in a dramatically changing business environment, it needs to make bold business decisions. For this reason, we have chosen leadership qualities and experience in a global organization, such as being part of a management team or a person responsible for a large project at a listed company, or a manager of a venture company, or having a key role in a government, as a skill we seek in our Board members.
Technology	To achieve Nitto's mission, "Contribute to customers' value creation with innovative ideas," we need to keep investing in innovation. For this reason, we have chosen in-depth knowledge in science and technology not only in relation to our existing businesses but also in relation to IT, DX, quality, the environment, safety technologies, and new areas as a skill we seek in our Board members.
Finance	To manage a company, we need scientific investment measures based on financial indicators. For this reason, we have chosen knowledge in finance and accounting as a skill we seek in our Board members.
Governance	The statement, "Place safety before everything else," which is one of the principles of "The Nitto Way," also encompasses "management security." For this reason, we have chosen insights into and board experience in areas such as legal matters, risk management, and labor as a skill we seek in our Board members.
Sustainability	For a company to keep growing, it needs to help build a sustainable society in addition to achieving its own growth. For this reason, we have chosen a background in areas, such as diversity, environmental contribution, and brand value, as a skill we seek in our Board members.

## Vice Presidents (As of July 1, 2024)

Name	Title (Position)	Responsibilities
Hideo Takasaki	Representative Director, President CEO, COO	
Yasuhiro Ohwaki	Director, Senior Executive Vice President, CHRO General Manager of Corporate Human Resources Division	Human resources & education, diversity, equity & inclusion promotion, and management of Japan
Yosuke Miki	Director, Senior Executive Vice President, CTO General Manager of Corporate Technology Sector	Corporate technology (R&D)
Yasuhiro Iseyama	Director, Senior Executive Vice President, CFO General Manager of Corporate Accounting & Finance Division, General Manager of Export Control Center	Accounting & finance, IR, export control, and internal audit
Sam Strijckmans	Executive Vice President General Manager of EMEA (Europe, the Middle East, and Africa) President & CEO, Nitto EMEA NV	Management of EMEA (Europe, the Middle East, and Africa)
Seiji Fujioka	Executive Vice President General Manager of South Asia, India, and Oceania Representative Director, Nitto Denko (Singapore) Pte.Ltd.	Management of South Asia, India, and Oceania
Kazuki Tsuchimoto	Executive Vice President General Manager of Production Division	Manufacturing & production engineering, and environment & safety management
Tatsuya Akagi	Director, Executive Vice President General Manager of Information Fine Materials Sector	Information fine materials business
Yukihiro Horikawa	Executive Vice President General Manager of Human Life Solutions Sector General Manager of North America and South America President, Nitto, Inc.	Human life solutions business, Management of North America and South America
Atsushi Ukon	Senior Vice President President, Nitoms, Inc.	Management of business companies
Bae-Won Lee	Senior Vice President General Manager of South Korea Representative Director and President, Korea Nitto Optical Co., Ltd.	Management of South Korea, information fine materials
Norio Sato	Senior Vice President General Manager of Advanced Film Solution Division	Advanced film solution business
Katsuyoshi Jo	Senior Vice President Representative Director, Nitto Shinko Corporation	Management of business companies
Nobuyuki Aoki	Senior Vice President Representative Director, Nitto Analytical Techno-Center Co.,Ltd.	Management of business companies

\*CEO: Chief Executive Officer, COO: Chief Operating Officer, CHRO: Chief Human Resources Officer, CTO: Chief Technology Officer, CFO: Chief Financial Officer

Name	Title (Position)	Responsibilities
Kenjiro Asuma	Senior Vice President General Manager of Taiwan Chairman and President, Taiwan Nitto Corporation	Management of Taiwan
Yasuhiro Hayashi	Senior Vice President General Manager of Legal & Compliance Division	Legal & general affairs, compliance and risk management
Shingo Suita	Vice President General Manager of Functional Base Products Sector	Functional base products business
Yoshihiko Terada	Vice President General Manager of Medical Division, Human Life Solutions Sector	Medical business
Hitoki Kanagawa	Vice President Deputy General Manager of Information Fine Materials Sector	Information fine materials business
Yoichiro Sugino	Vice President General Manager of Information and Communication Technology Sector	ICT business
Nao Murakami	Vice President General Manager of New Business Development Division, Corporate Technology Sector	Corporate Technology (New Business)
Naoki Makino	Vice President General Manager of Sales Management Division	Sales management
Michihiro Hagiwara	Vice President General Manager of Quality Assurance Division	Quality
Junichi Matsumoto	Vice President General Manager of Procurement Business Division	Procurement
Hiroyuki Katayama	Vice President General Manager of Membrane Division, Human Life Solutions Sector	Membrane business
Futoshi Shiomi	Vice president General Manager of PRC Chairman and President, Nitto Denko (China) Investment Co., Ltd.	Management of PRC
Kei Nakamura	Vice president General Manager of Corporate IT Division General Manager of Business Reform Promotion Division	IT, business reform promotion and logistics
Kenshi Tozuka	Vice president General Manager of Corporate Strategy & ESG Management Division	Corporate strategy, PR and ESG promotion

## A Dialogue Between Directors

The Board of Directors Supports Open and Unfettered Discussions to Accelerate Transformation into an “Essential Top ESG Company.”



**Mariko Eto**  
Outside Director

**Hideo Takasaki**  
Representative Director, President  
CEO, COO

### Significance of Seriously Aspiring to Be a Top ESG Company

— How do you look back on fiscal 2023 business-wise?

▶ **Takasaki:** To get a head start in the first year of the new mid-term management plan, we forged ahead with the initiatives that place ESG at the core of our management. Having declared our aim to become an “essential top ESG company” by 2030, we set out 12 financial and future-financial numerical targets. Looking back over the year, however, we were made to feel how difficult it was to run after two hares, i.e., ESG and numbers. I understand that shareholders and investors place great value on ESG as it concerns future prospects of business, but we cannot simply make light of more short-term performance. Nonetheless, from the point of view that ESG is not about cost but investment in business, we made steady efforts to develop PlanetFlags/HumanFlags products and programs for employees to get involved in ESG initiatives.

▶ **Eto:** From a personal standpoint, it was my first year as an Outside Director of Nitto Denko Corporation. Recalling our discussions at the Board of Directors meetings and other occasions, I can say that not a single meeting went by without us hearing someone mention ESG, which certainly reminded me of the strong determination and desire to place ESG at the core of management and the will to get things done. Balancing ESG management with business performance is a classic case of “easier said than done,” but I can assure you that this year saw us make significant strides in actualizing this steadfast commitment.

▶ **Takasaki:** Did your position as Outside Director change your impression of Nitto?

▶ **Eto:** I’m a tennis fan, so the first thing that came to mind when Nitto offered me this position was, “Gosh! It’s the title partner of the ATP

Finals!" After I took this position, I realized that this company was wholeheartedly dedicated to becoming a top ESG company. Over the past year, I had the honor of visiting various plants. I assume they spent a considerable amount of time preparing for my visit beforehand. But at the same time, I could see that they were excited about having new visitors and enjoying the occasion. So, I was able to accept their enthusiasm and I began to learn as much as possible from those visits. Now, what impressed me most during those visits was a remark by a young female employee, who told me that her father was working for Nitto. I was impressed by the fact that, even at major life events of career decisions, Nitto's strengths and corporate culture are inherited in the most natural way via family connections. I was also profoundly impressed by this employee who made every effort to present Nitto's technologies and products in an appealing and understandable way, ensuring it resonated effectively with me, despite the complex nature of the subject.

### True Intent of Creating an Environment Where External Officers Can Freely and Actively Contribute

— Did you feel any difference between Nitto and other companies, say, what makes us unique or the atmosphere of the Board meetings?

➤ **Eto:** Before I assumed the position of Outside Director at Nitto, I read through so many documents to find unique terminologies, such as Niche Top, PlanetFlags/HumanFlags, and *Sanshin* Activities. As I attended the Board of Directors meetings and visited plants, I began to realize what those terms mean and found that even young new employees make the most of *Sanshin* Activities in undertaking their tasks. I was also told that young employees at our Group companies outside of Japan engage in *Sanshin* Activities and collaborate with their counterparts at other sites through communication in English.

➤ **Takasaki:** *Sanshin* Activities are known as such whichever country you go. Niche Top, too, is a universal language among Nitto Persons. How did you find the atmosphere of our Board meetings? Feel free to be candid.

➤ **Eto:** I must say I was a bit nervous at my first Board meeting, but I was relieved to see that everyone was encouraged to have free and vigorous discussions. It seems to me that everyone was congenial. Partly because of that camaraderie as a team, I was given the courage to speak. When I did, everyone listened to me attentively, and I realized that every Board member was involved in fostering such a special atmosphere. Another thing I found unique was that seats are decided by lot before each meeting.

➤ **Takasaki:** At Nitto, we made it a rule to decide who sits at which seat by lot before I was appointed President of this company, and I'm sure that tradition is instrumental in providing such a cozy atmosphere. During the meetings, we have lunch at the break. Because we sit beside different persons each time, we get to know each other better as we have a small conversation. We can even casually ask our neighbors to clarify matters on the meeting materials.

➤ **Eto:** When I come to a Board meeting a little before it starts, I'm shown to a waiting room for officers, where everyone is engaged in casual conversations about all sorts of things. I believe that engaging in casual conversation like this greatly enhances the depth of our communication.

➤ **Takasaki:** Once a meeting starts, we naturally concentrate on the agenda. What is important here is to know the personality of other members. At Board meetings, I make it a rule to speak after everyone has offered their input. This is because I appreciate hearing perspectives from outside officers with different experiences, knowledge, and careers.



In fact, their suggestions often provoke what escapes the attention of internal officers but are quite useful for managing this company. They provide many valuable comments, and we lose no time responding to what we believe should be implemented quickly. From fiscal 2023, the Board of Directors has been briefed on monitoring reports on human resources, supply chains, safety, and brands, among others. Any input on these items is reported to and followed up on at the Corporate Strategy Meeting to ensure that they are reflected in our management.



## Ensuring the Board Functions as the Supreme Decision-Making Body

— The functions and roles of the Board of Directors are advancing with each passing year. What did you focus on most in fiscal 2023?

› **Takasaki:** The Board of Directors is the supreme management decision-making body. We do invite others to report on their matters, but I believe that its primary function is to discuss issues of overriding importance that can impact our management. Under the Board of Directors, we have the Corporate Strategy Meeting, where all Vice Presidents attend. What we're doing is delegating as much authority as possible to the Corporate Strategy Meeting so that they can discuss agenda items that are highly urgent and technical. Of the items submitted to the Meeting for discussion, the Board of Directors makes a final decision on issues that significantly impact our management in terms of, say, the amount of investment required.



— Ms. Eto, is there anything that you keep in mind when you offer advice in Board meetings?

› **Eto:** Whenever I attend a Board of Directors meeting, I bring a copy of the Integrated Report. It was my first year as a Board member, so I didn't have an accurate understanding of technical details about products and so on. When in doubt, I would always refer to the Integrated Report.

› **Takasaki:** Because Nitto supplies intermediate materials and seeks to be a Niche Top company, I understand that it's quite hard to acquire all the technical details in a short space of time. But I'm sure that your understanding will deepen as you attend more Board meetings, and I expect you will provide us with valuable input on our governance and other matters in your areas of expertise as an attorney.

› **Eto:** Being in the chemical industry, Nitto is subject to all sorts of laws and regulations. Also, any serious occupational accident can affect the lives of victims significantly and risk a fatal blow to business. I feel that all Board members share the resolution to hedge against the risk of any such fatal blows, although we might still have room for improvement regarding minor risks. I find this very encouraging as it sends a powerful message to employees. When I inquired about this at the Board meeting a while ago, they promptly detailed Nitto's measures to prevent occupational accidents, reassuring me that the company is continuously updating information on relevant laws and regulations and is already taking significant steps in this area.

› **Takasaki:** We have consistently emphasized the principle of "placing safety before everything else" to ensure everyone understands and integrates this priority into their daily activities. It's never easy to completely eliminate occupational accidents, but we just have to keep saying that. When our officers visit our plants, we consider it essential to

have our Corporate Philosophy thoroughly known to everyone, rather than talking exclusively about financial results. Every spring and fall, we organize a global conference where more than 100 persons, including senior executives of our overseas subsidiaries, gather. On those occasions, we ensure that interactive workshops on compliance, safety, and Corporate Philosophy are included in the program, in addition to sessions on business plans and budgets, to invite input from the participants.

## Creating a Workplace Environment Where Everyone Shines and Is Empowered, Regardless of Gender and Nationality

— Recently, the Board has emphasized the importance of diversity. How much significance do you assign to it?

› **Takasaki:** When we talk about diversity, we tend to look at how many women and international employees are on the board, but I believe that diversity in other aspects also counts. Needless to say, it's important for us to comply with the Corporate Governance Code, but we need to be most conscious of diversity in terms of skills and specialties. When selecting officers, we identify five skills that they are expected to have. Reviewing the current skills matrix, I can safely say that our Board of Directors is sufficiently diverse. If we look back on the changes to the list of Board members, we can see it's quite dynamic. This dynamism came naturally, as we view regular updates in leadership to reflect changing times as an integral aspect of diversity.

› **Eto:** Once, during a Board of Directors meeting, I was asked for my thoughts on the diversity of the officers. It was a tough question to answer, as the definition of "diversity" is very broad. Honestly, I had assumed my being a woman itself was a manifestation of diversity. But



when I was asked that question again, I felt it was something I needed to consider more deeply. Also, at Nitto's facilities, I heard that hiring for technical positions is conducted with as little gender bias as possible, when such positions are often given to male employees partly because of relevant laws and regulations. In fact, during my visits, I could see that the guides were chosen regardless of gender, demonstrating that the company actively practices this inclusive approach.

› **Takasaki:** At the outset of this conversation, you mentioned that a female employee at a plant gave you explanations. At Nitto, the department head predetermines who will be assigned this task. We want everyone visiting us to get informed as they see and touch actual products, as it conveys our message better than showing them hundreds of pages of dossiers. Often, we deliberately nominate a new recruit to explain things. Although initially nervous, they ultimately deliver excellent explanations, dedicating considerable time to planning their presentations and rehearsing repeatedly. It is that experience that helps younger employees gain lessons for future jobs, as well as great confidence in themselves. So, it is also for the sake of developing human resources that we select younger employees to interact with visitors, encouraging them to prepare thoroughly.

› **Eto:** Listening to explanations from Nitto employees I met at those plants or Vice Presidents, I could see how enthusiastic they are about making a clear differentiation with the Niche Top Strategy. One time, I was surprised at the Board of Directors meeting to learn that divestment from a certain business was occasionally on the agenda as part of the company's business plan. Generally speaking, companies can make an about-face in their policy because of advice from outside officers, but, here at Nitto, such tough strategic decisions like withdrawing from business are made autonomously by the business execution teams which,

from the perspective of an Outside Director like myself, appears to be potentially wasteful to make such a decision so quickly. Any business that can no longer be called a "Niche Top" is changed over to a licensing business that strategically uses patents, and I am impressed by how promptly such decisions are made here. I understand that this is something that Nitto has historically done over and over, i.e., responding to changes in the business environment swiftly and not hesitating to switch business models if deemed necessary.

› **Takasaki:** As you can imagine, it's far more difficult to make a decision to withdraw than to keep going. This is especially true for manufacturing businesses like Nitto because we have technological assets that have been built and a team of engineers who have been associated with them. I can easily tell that it must have been incredibly difficult for any engineer to watch the technology they meticulously developed and nurtured transition into a licensing business. But the bottom line is whether a business is still worthy of the Niche Top name, and this notion prevails widely among employees. Engineers from divested businesses are given opportunities to demonstrate their talent as leaders of other businesses. Generally speaking, business closure is viewed negatively as an unsuccessful attempt. Things are quite the opposite for Nitto, and every member finds new opportunities at different businesses and keeps shining as they seek to work to create a new Niche Top product.

### Up Next: Recruitment/Development of Diverse Human Resources and Training of the Next Management Team

— Growing attention is being given to human capital management in recent years. What do you think is important to do in this regard?

› **Eto:** For one thing, it's important to maximize the value of human capital by promoting digital transformation (DX) to reinforce the business foundation. Every young person these days is adept at digital tools. The challenge we face is finding ways to help those digital natives grow into full-fledged members of society and members of our management team over the course of several years. Also, face-to-face communication is important at Nitto partly because of the characteristics of its business. For this to happen, linguistic skills play an important role. During a discussion I had on personnel affairs at a Board meeting, we reached a consensus that enhancing English proficiency is important, and I could not agree more.

› **Takasaki:** I couldn't agree with you more when you say face-to-face communication is so important. Unfortunately, our interpersonal skills have lowered overall during the pandemic. Because Nitto doesn't have catalogs or price tables, the only way we have to pitch our products to customers is to make them aware of their latent needs through communication, which is based on face-to-face conversation. I urge our recruits to initiate communication without taking a passive role. As a way to promote DX, we have proceeded to revamp the enterprise resource planning (ERP) system, but I have to say that we have yet to unify our management resources where it is most needed. At home and abroad, our operations depend heavily on individuals' skills, and we are constantly made aware that solving this bottleneck poses a major challenge in our promotion of DX. Another significant personal challenge for me is preparing the next generation of management candidates. For us to keep changing ourselves and sustain business growth, it is vital that we always have a reserve team of management. Recruiting diverse human resources, including mid-career professionals, and developing them for future management roles is crucial. I think that the timely development of human resources is a top priority on the management agenda.

# Enhancing Management Security

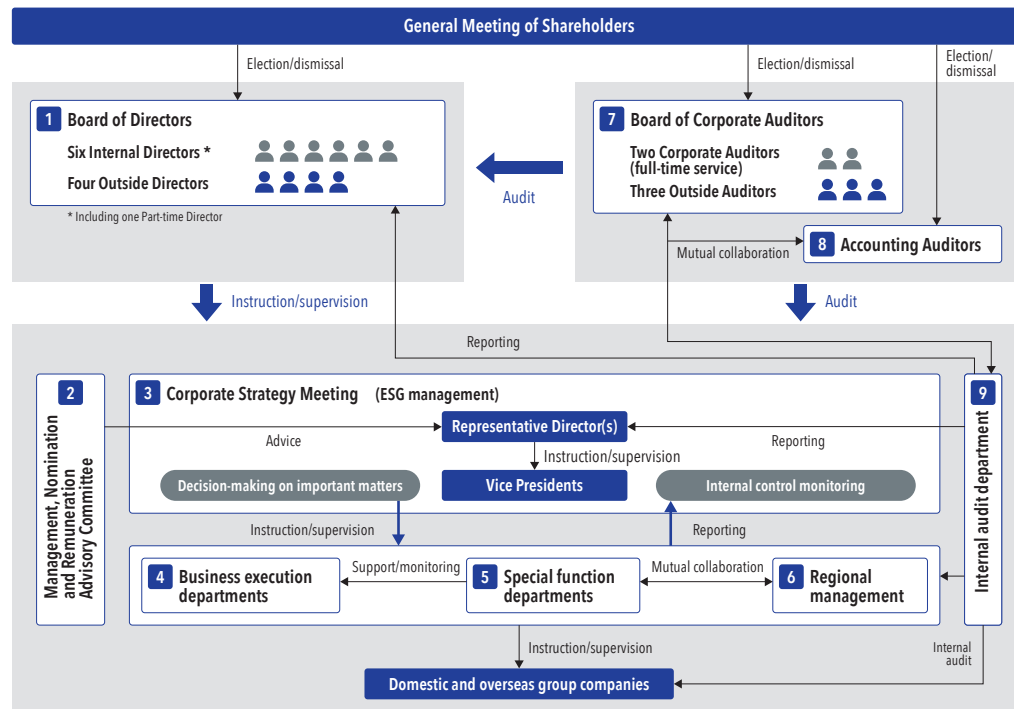
## Corporate Governance System

Nitto recognizes that the structure we choose to build for corporate governance is vitally important to facilitate the promotion of business activities.

Dedicated wholeheartedly to addressing social challenges, not to mention being careful not to do something illegal, we make constant efforts to improve corporate governance to realize a better management system.

As part of this initiative, Nitto maintains the corporate governance structure as below.

### Corporate Governance System



### Descriptions and Roles of the Organizations

Institution	Roles, etc.
<b>1 Board of Directors</b> [Chairperson] Hideo Takasaki, President-Director	<b>[Composition] Six (6)* Internal Directors and four (4) Outside Directors (ten (10) in total)</b> * Including one Part-time Director <ul style="list-style-type: none"> <li>Decision-making on important matters such as basic policies and strategic management decisions, including management policy, mid-term management plan, and ESG management</li> <li>Supervision of business execution by Representative Directors, Vice Presidents, etc.</li> <li>Establishment of internal controls and supervision of its operational status</li> <li>Decision-making on other legal resolutions</li> </ul>
<b>2 Management, Nomination and Remuneration Advisory Committee</b> [Chairperson] Hideo Takasaki, President-Director	<b>[Composition] One (1) Representative Director, four (4) Outside Directors, three (3) Outside Corporate Auditors (eight (8) in total)</b> <ul style="list-style-type: none"> <li>Voluntary advisory committee</li> <li>A structure where Representative Director receives appropriate engagement and advice from Outside Directors and Outside Corporate Auditors in advance and important matters are deliberated at the Board of Directors thereafter</li> <li>Advice on important issues including important management themes, nomination of Directors, and executive remuneration</li> </ul>
<b>3 Corporate Strategy Meeting</b> [Chairperson] Hideo Takasaki, President-Director	<b>[Composition] Twenty-seven (27) Directors and Vice Presidents (including those concurrently serving as Directors; twenty-eight (28) in total)</b> * Members may be limited for discussion of urgent/technical agenda items. <ul style="list-style-type: none"> <li>Decision-making on important management matters</li> <li>Discussion and decision-making on measures to promote ESG management</li> <li>Internal control monitoring and decision-making on corrective measures</li> </ul>
<b>4 Business execution departments</b>	<ul style="list-style-type: none"> <li>Execution of business delegated by the Representative Director(s)</li> <li>Decision-making on important business operations through meetings hosted by the business execution departments (chaired by the Head of said department).</li> </ul>
<b>5 Special function departments</b>	<ul style="list-style-type: none"> <li>Support for business execution departments from a professional perspective by special function departments organized by function, such as management strategy, human resources, accounting and finance, etc.</li> <li>Control and monitor compliance of business execution departments through the formulation of rules and regulations, etc.</li> </ul>
<b>6 Regional management</b>	<ul style="list-style-type: none"> <li>Established in major overseas regions (Americas, EMEA, China, Korea, Taiwan, South Asia/India/Oceania)</li> <li>Support, control and monitoring based on the characteristics of each region, implemented in cooperation with special function departments</li> </ul>
<b>7 Board of Corporate Auditors</b> [Chairperson] Shin Tokuyasu, Corporate Auditor (full-time service)	<b>[Composition] Two (2) Corporate Auditors (full-time service) and three (3) Outside Auditors (five (5) in total)</b> <ul style="list-style-type: none"> <li>Monitoring of directors' execution of duties through attendance at Board of Directors meetings</li> <li>Attendance at important meetings, interviews with Directors and employees on the status of their activities, inspection of approved documents and other important documents, inspection of the head office, technology and business divisions and offices, and domestic and overseas group companies, as well as interviews with the Accounting Auditors on their audit reports and exchanges of opinions.</li> </ul>
<b>8 Accounting Auditors</b>	<b>KPMG AZSA LLC</b> <ul style="list-style-type: none"> <li>Audit of appropriateness and legality of accounting and internal control over accounting</li> </ul>
<b>9 Internal audit department</b>	<ul style="list-style-type: none"> <li>Internal audits of the accuracy, legitimacy, and reasonableness of management activities at each Group company for the purpose of contributing to the improvement of operations and business performance, independent of the execution of those activities.</li> <li>Internal audits include QES audits for quality, environment, and safety, and external evaluations on a regular basis.</li> </ul>

### Characteristics of Nitto's Corporate Governance Structure

From the standpoint of unitary audits, independent of execution that contribute to the Company's enhanced governance, Nitto has chosen to be a company with the Board of Corporate Auditors. It has also adopted the executive officer system and promotes quick decision-making by making each Vice President's authority clear. Further, it has established the Management, Nomination and Remuneration Advisory Committee that mainly consists of Independent Outside Officers to build a system to hear neutral opinions. Nitto's corporate governance structure has the following characteristics:

#### 1. Diversity of the Board of Directors and the Board of Corporate Auditors to consolidate multifaced opinions

Comprehensively taking into account diversity including elements such as the balanced allocation of specializations (e.g., skill, specialty, and length of tenure) to be fully acquired, gender, age, work experience, race, ethnicity, or cultural background, Nitto appoints members of the Board of Directors and the Board of Corporate Auditors, who can practice The Nitto Way or a set of values that expresses what the Nitto Group should cherish and its standard for judgment.

#### 2. Open and robust discussions by the Board of Directors

The Nitto Board Effectiveness Evaluation, which the Company conducts annually, confirms that open and robust discussions on each management issue are among its Board of Directors' strengths.

#### 3. The Management, Nomination and Remuneration Advisory Committee as a place to hear broad opinions

As a place for its members to exchange opinions and provide advice for Representative Directors, the Management, Nomination and Remuneration Advisory Committee hears valuable opinions each time its meeting is convened. In addition, it is characteristic of Nitto not

to restrict the Management, Nomination and Remuneration Advisory Committee's targets to the areas of Nomination and Remuneration but to add Management to cover broader ones. Please note that since, according to the Companies Act, Nomination and Remuneration are to be determined by the Board of Directors, which has open and robust discussions, the Management, Nomination and Remuneration Advisory Committee is not deliberately obliged to report to the Board of Directors.

#### 4. Triple axis management for adequate resolution of management issues

Nitto has built a system for adequately resolving management issues through supplementary and collaborative operations of the following three axes: the business axis centering on the business execution departments, the functional axis centering on the special function departments, and the regional axis centering on the regional oversight function.

#### 5. ESG management promotion system to ensure effectiveness

Under the slogan, "Place ESG at the core of our management," Nitto has appointed a Director or Vice President in charge of ESG promotion and established a department in charge within a specialized functional department. The relevant department makes proposals on sustainability, including the identification of materiality issues, based on which the Board of Directors and the Corporate Strategy Meeting make decisions. The Representative Directors and Vice Presidents, who are members of the Board of Directors and the Corporate Strategy Meeting, instruct the responsible business execution departments and Group companies in their respective areas to implement the proposals, ensuring the effectiveness of ESG management promotion.

Please note that Nitto has not established a sustainability or ESG committee to which some members belong. Rather, it designates the

Corporate Strategy Meeting for which the President is responsible and to which all Vice Presidents belong as a place to discuss ESG management promotion.

#### 6. Compliance and risk management promotion system leading to voluntary activities

Nitto has appointed a Director or Vice President in charge of compliance and risk management and established a department in charge within the specialized functional departments. These systems promote compliance and risk management. In addition, the department in charge puts together the status of compliance and risks (human rights, human capital, whistleblowing, environment, safety, information security, etc.) to report to the Board of Directors and the Corporate Strategy Meeting on a regular basis. Representative Directors and Vice Presidents, who are members of the Board of Directors and the Corporate Strategy Meeting, instruct the responsible business execution departments and Group companies in their respective areas to make improvements, thereby ensuring the effectiveness of internal control monitoring.

Please note that Nitto has not established a risk committee or a committee for each target risk as a place for final monitoring. Rather, it has a system in place where the Corporate Strategy Meeting for which the President is responsible and to which all Vice Presidents belong receives compliance and risk monitoring results as their own problems.

#### 7. Alignments to ensure audits by Corporate Auditors

It is characteristic of Nitto for Corporate Auditors to participate in its key meetings and strongly align with the departments in charge of internal audits and the Nitto Group's auditors, in order to ensure the effectiveness of audits by Corporate Auditors.

### Findings on the Nitto Board Effectiveness Evaluation

Nitto conducted an effectiveness analysis and evaluation of its Board of Directors for fiscal 2023, which confirmed that the Board is effective. The following shows a summary of the evaluation process and findings:

#### 1. An outline of the evaluation process

Nitto engaged a third party organization to conduct a survey of all its Directors and Corporate Auditors. And based on the results of this survey, it analyzed and evaluated the effectiveness of its Board of Directors, following discussions by the Board. In this survey, to further stimulate discussions at the Board of Directors, the question items presented in a five-point scale were integrated and the themes of items requesting free statements were made clearer.

#### 2. Questions

[Items presented in a five-point scale]

The current state of the Board of Directors, the composition of the Board, the operations of the Board, discussions at the Board meetings, monitoring functions of the Board, an overview

[Items requesting free statements]

The supervisory functions of the Board; the acceleration and promotion of ESG management; deeper involvement of Outside Directors in management; enhanced engagement with stakeholders, including investors; and other items

#### 3. Overview of the analysis/evaluation results

Nitto has confirmed that the strength of its Board of Directors is the open and robust discussions it has on all management issues, which was also found in the FY2022 evaluation.

Concerning efforts by the Board to address the challenges recognized in the FY2022 evaluation, it was confirmed that the Board made efforts to leave no issues unaddressed, such as embracing more in-depth discussions on human resources, especially on the appointment and development of management executives as a challenge. It has also built a new framework and launched its operations to enhance the development of executive candidates and assess their competencies.

For its challenge for FY2024, it was suggested that the Board should take measures that enable Outside Directors to deepen their understanding of Nitto to make them more involved in management and improve information sharing with the business execution team.

#### 4. Future actions

With the above analysis/evaluation findings in mind, Nitto's Board of Directors will remain committed to further enhancing the effectiveness of the entire Board.

##### Topics discussed at Board of Directors meetings in FY 2023

Management	<ul style="list-style-type: none"> <li>Progress in the mid-term management plan</li> <li>Revisions in the criteria for decision-making</li> <li>Disclosure of the Nitto Group's initiatives designed to realize management conscious of capital cost and stock prices</li> <li>Revisions in material issues for sustainability (materiality)</li> <li>Support for external initiatives</li> <li>Selection and development policy of senior executives</li> <li>Individual M&amp;A deals</li> </ul>
Monitoring	<ul style="list-style-type: none"> <li>Implementation status of internal control</li> <li>Implementation status of the supply chain management system</li> </ul>
Others	<ul style="list-style-type: none"> <li>Drawing up of the "Zero Cross-Shareholding Policy"</li> <li>Dialogue with investors</li> </ul>

##### Major consultations and deliberations discussed in the Management, Nomination and Remuneration Advisory Committee during FY2023

Management	<ul style="list-style-type: none"> <li>Approach to shareholder dialogue in light of the status of shareholder proposals</li> </ul>
Nomination	<ul style="list-style-type: none"> <li>The Company's ideal approach to diversity in the Board of Directors</li> </ul>
Remuneration	<ul style="list-style-type: none"> <li>Consistency between the executive remuneration policy and this fiscal year's director remuneration</li> </ul>

#### Remuneration for Directors and Corporate Auditors

Remuneration for Directors and Corporate Auditors of the Nitto Group is structured as follows. The policy related to the standard amount, calculation method, component ratio among different types of remunerations, timing or conditions of payment, etc. for the remuneration of each Director shall be decided by the Board of Directors, by comprehensively taking into account such factors as the Company's business conditions, management environment, the levels of remuneration to officers at major companies of a similar scale in the same industry as the Company, after receiving a report on the results of deliberations by the Management, Nomination and Remuneration Advisory Committee.

For the purpose of standard evaluation, the target component ratio of remuneration is: Remuneration in cash: Bonus for Directors: Restricted share remuneration = 30%:60%:10%. Performance-linked share-based remuneration is not provided for a standard evaluation since it is additional remuneration that serves as an incentive for the improvement of medium-term performance.

In light of their roles and independence, Part-time Directors, Outside Directors, and Corporate Auditors are remunerated by fixed remuneration only.

##### Components of remuneration

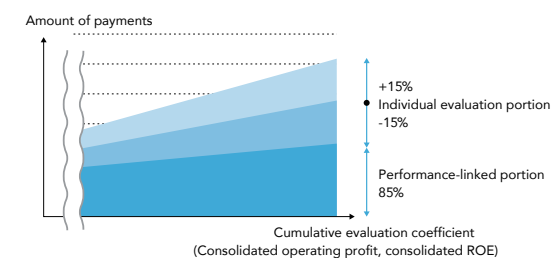
Category	Descriptions
[Fixed remuneration] Basic remuneration	Pursuant to a resolution of the Board of Directors, remuneration is determined by position, responsibility, and length of service and is paid by the President.
[Short-term performance-linked remuneration] Bonus for Directors	As an incentive for performance improvement, remuneration is determined based on the achievement of the Group's consolidated operating profit and ROE performance indicators for each business term, as well as the progress made against targets set for each Director's areas of responsibility, and is paid by the President.
[Medium-term performance-linked remuneration] Performance-linked share-based remuneration	The number of shares granted is determined based on consolidated operating profit, consolidated ROE, ESG items, and other factors at the end of the three-year performance evaluation period, within a range from 0% to 150%.
[Medium- and long-term performance-linked remuneration] Restricted share remuneration	Share-based remuneration, restricted until retirement and determined by position, etc., is granted to align the interests of Directors with shareholders and to reflect medium- and long-term business performance. The amount of remuneration is linked to the market price.

The overview of each type of remuneration is as follows.

#### Bonus for Directors

Comprises the performance-linked portion (85%), which reflects the Group's performance, and the individual evaluation portion (-15% to 15%), which reflects individual performance. The amount of the performance-linked portion is determined based on progress made toward achieving the Group's key performance indicators of consolidated operating profit and consolidated ROE.

##### Breakdown of Bonus for Directors





### Performance-linked share-based remuneration

The number of shares to be issued to each Director has been calculated by multiplying (i) the number of shares to be issued according to position by (ii) the payment rate linked to their performance, etc.\*1. The numbers for (i) and (ii) during the evaluation period between April 1, 2024 and March 31, 2027 are as follows.

#### (1) Number of shares to be issued

Position	Number of shares to be issued
President-Director	5,400
Director, Senior Executive Vice President	1,900
Director, Executive Vice President	1,600
Director, Senior Vice President	1,000
Director, Vice President	800

#### (2) Payment rate

Consolidated operating profit	Consolidated ROE		+	Number of ESG items*2 achieved	Payment rate
	Up to 15%	15% and above			
Up to 170 billion yen		0%		9 items achieved	30%
170 billion yen or more - less than 185 billion yen	30%	100%		7-8 items achieved	20%
185 billion yen and above	50%	120%		5-6 items achieved	10%
				0-4 items achieved	0%

\*1 Any fraction of less than 100 shares resulting from the calculation will be rounded down to the nearest 100 shares.

\*2 Nine future-financial targets laid out in the mid-term management plan, Nitto for Everyone 2025

### Restricted share remuneration

Share remuneration is granted in the quantity determined by the recipient's position, etc. The amount of remuneration is linked to the market price by setting restrictions on transfer until retirement.

#### Amount of remuneration for Directors and Corporate Auditors for the fiscal year under review pursuant to the executive remuneration policy

(Yen in millions)

Position	Total amount of remuneration, etc.	Remuneration by type				Number of eligible Directors and Corporate Auditors
		Fixed remuneration	Performance-linked remuneration			
			Basic remuneration (cash)	Bonus for Directors (cash)	Performance-linked share-based remuneration	
Directors (excluding Outside Directors)	669	227	365	-	77	5
Outside Directors	94	94	-	-	-	7
Corporate Auditors (excluding Outside Corporate Auditors)	88	88	-	-	-	3
Outside Corporate Auditors	48	48	-	-	-	4

#### <Notes>

- The above includes one Outside Director, one Corporate Auditor, and one Outside Corporate Auditor who retired mid-term during the fiscal year.
- Regarding one Director, who retired as Outside Director and was appointed Part-time Director as of the closing of the 158th Ordinary General Meeting of Shareholders held on June 23, 2023, his period of tenure as an Outside Director is classified as "Outside Director" and his period of tenure as Part-time Director is classified as "Director (excluding Outside Directors)," and is included in the above "Total amount of remuneration, etc." and "Number of eligible Directors and Corporate Auditors."
- The maximum amount of base remuneration and bonuses for directors was resolved at the 157th Ordinary General Meeting of Shareholders held on June 17, 2022 to be no more than 1 billion yen per year (including no more than 120 million yen for Outside Directors). The number of Directors at the close of the said Ordinary General Meeting of Shareholders was ten (of which, six were Outside Directors). The maximum amount of basic remuneration for Corporate Auditors was resolved at the 156th Ordinary General Meeting of Shareholders held on June 18, 2021 to be no more than 144 million yen per year. The number of Corporate Auditors at the close of said Ordinary General Meeting of Shareholders is five.
- The above bonuses to Directors, excluding Outside Directors, are the amounts paid by resolution of the Board of Directors based on the resolution of the General Meeting of Shareholders as described in Note 3 and excluding Part-time Director.
- The upper limits of the total value and the number of shares to be granted to Directors (excluding Outside Directors) in the form of performance-linked share-based remuneration were set at 364 million yen and 48,400 shares a year at the 153rd Ordinary General Meeting of Shareholders held on June 22, 2018. The number of Directors at the close of the said Ordinary General Meeting of Shareholders was nine (of which, three were Outside Directors).
- The upper limit of the total value and the number of shares to be granted to Directors (excluding Outside Directors) in the form of restricted share remuneration were set at 243 million yen and 32,000 shares a year at the 153rd Ordinary General Meeting of Shareholders held on June 22, 2018. The number of Directors at the close of the said Ordinary General Meeting of Shareholders was nine (of which, three were Outside Directors).
- In accordance with the determination process, the Board of Directors has delegated the determination of the specific details of remuneration in cash and bonuses for directors to Hideo Takasaki, President-Director based on a resolution of the Board of Directors.
- Consolidated operating profit and consolidated ROE are adopted as indicators based on which bonuses for Directors and performance-linked share-based remuneration are calculated. For the fiscal year, the Company's consolidated operating profit was 139,132 million yen and consolidated ROE 10.9%. There will be no payment of performance-linked share-based remuneration as the Company did not achieve its targets. Restricted share remuneration is linked to the market price of the Company's shares. There is nothing that needs to be disclosed in relation to its performance.
- Individual remuneration and so on granted to Directors and others for the fiscal year are (or will be) paid in accordance with the determination process. The Board of Directors considers that their details are in line with the Company's remuneration policy.
- Salaries (including bonuses) of Directors concurrently serving as employees are separate from the above remuneration, etc., but no employee salaries were paid in the fiscal year.



## Risk Assessment Results of FY2023

	Major Risks	Direction	Assessed Items	Status of Risks & Measures
Business Risks	Overseas Transactions & Foreign Exchange Risks	↗	Deterioration of cash flow	Timely monitoring of the Group's internal fund balance, financing situation and asset & liability by currency Control of currency volatilities using with exchange contracts
			Exchange rate fluctuation	
			Trade restrictions/incidents	Strong management with visualization and BCP for logistics in case of delays and incidents due to conflicts, terrorisms and strikes
			Logistic conditions/visualization	
	Financial Position of Customers	→	Irrecoverable receivables	Adequate credit checks and insurances to provide for bad debts
	Procurement of Raw Materials	→	Change of supply chain conditions	Actions taken for geopolitical risks and chemical regulations by Supply Chain Committee for sustainable procurements
			Deterioration of procurement conditions & environments	
	Research & Development	→	Delayed/obsolete R&D	Intensive investment of R&D resources for PlanetFlags/HumanFlags
	Intellectual Property Rights	→	Intellectual property infringement	Actions to detect infringement of our IPs in coordination with business divisions
	Industrial Tape Business	→	Changes in electronics/ semi-conductor market	Concentration of resources to the high value-added products for growing markets with keeping our constitution resilient to the market conditions
			Changes in automobile productions	
	Optronics Business	→	Product or tech obsolescence	Establishment of various production sites to fulfill responsibility of supplying goods responding flexibly to drastic market fluctuations and changes
			Changes in external environment	
Difficult procurement				
Human Life Business	↗	Changes in external environment	Challenges to gain the competitive technologies in line with progresses of customers' R&D Continuous efforts to establish organization resilient to price increase of raw materials and labor cost	
		Difficult procurement		
Other Business • M&A	↗	Failure of new business	Proper grasp of customers' needs to create new business	
	→	Failed M&A & partnerships	Deep consideration of market trends, customer needs and superiority in market	

↗: Increased →: No Change ↘: Decreased

	Major Risks	Direction	Assessed Items	Status of Risks & Measures
Operational Risks	Product Safety	↗	Product defects/tightening of regulations	Strict international quality management and continuous improvement as well as appropriate measures in case of an inappropriate incident violating the Basic Quality Policy
	Environment (CO <sub>2</sub> Emissions)	↗	Response to environmental regulations	Promotion of energy conservation in manufacturing processes because of sharp increase in market prices for renewable energy
	Environment (Conservation & Recycle)	→	Tightening of regulations	Promotion of the effective use of resources and the recycling on the entire supply chain
	Environment (Pollution & Hazardous Substance)	→	Increasing responsibilities/costs	Implementation of stricter control and reduction of consumption
	Information Security	↗	Information leakage/illegal use	Establishment of the rule and consideration of effective measures against leakage of internal information
			IT system destruction/failure	Incidents decreased due to strengthening of controls despite of continuous deterioration in the external environment
	Changes in Laws, Regulations & Compliance	→	Revision of laws and regulations	Conduct of compliance surveys on a global basis Promotion of early detection of compliance violations by disseminating the business conduct guidelines and the whistle-blowing system
			Violation of law	
			Breach of compliance	
	Governance of Group Companies	→	Accounting frauds and errors	Establishment of solid governance system by exhaustive monitoring in cooperation with three-axes management by businesses, functions, and regions
			Procurement frauds	
			Ineffective and inadequate internal controls	
	Natural Disasters & Climate Change	→	Earthquakes	Conduct of evacuation drills, disaster-related decision-making drills, and establishment of BCP under slogan of "We place safety before everything else"
Heavy rain, floods, typhoons (global warming)				
Retention of Human Resources	↗	Loss of human resources	Initiatives to acquire, develop and retain diversified human resources such as enhancement of engagement and realization of comfortable work environment prevailing against the tough labor market.	
Occupational Safety & Health	→	Occupational accidents & disasters	Continuous efforts to identify and mitigate risks and initiatives to ensure compliance of rules under the conditions that the number of critical and serious accidents and fire accidents remain at the same level as the previous year	
Human Rights	→	Human rights violations (The Group)	Establishment of management system for human rights Issues with support by Group Council	
		Human rights violations (Supply chain)	Initiatives to resolve issues throughout the supply chain based on the Basic Policy on Human Rights	
Defined Benefit Liabilities	→	Defined benefit liability	Stable investment performance resulted by the diversified assets	

For details of major risks, please visit our website below.

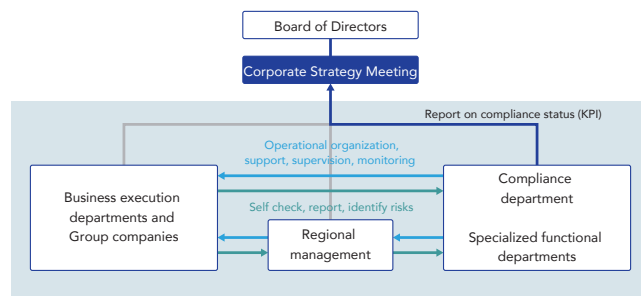
<https://www.nitto.com/jp/en/sustainability/governance/management/risk/>

## Compliance

### Compliance Promotion System

Compliance is a key foundation for an enterprise to achieve sustainable growth. The Nitto Group established the Nitto Group Business Conduct Guidelines (BCG), a code of conduct for its officers and employees that serves as the foundation and cornerstone of compliance.

To promote compliance, we established the compliance department under the officer in charge of compliance, which collaborates with the heads of each site and Group company around the world. The compliance department adheres to BCG to guide all compliance decisions, providing business execution departments and Group companies with operational development and support, supervision, and monitoring, while business execution departments and Group companies report their self-check findings and risk identification results to the compliance department. The officer in charge of compliance is debriefed on the series of activities above and addresses significant matters by reporting to management at the Corporate Strategy Meeting or elsewhere, thus ensuring compliance.

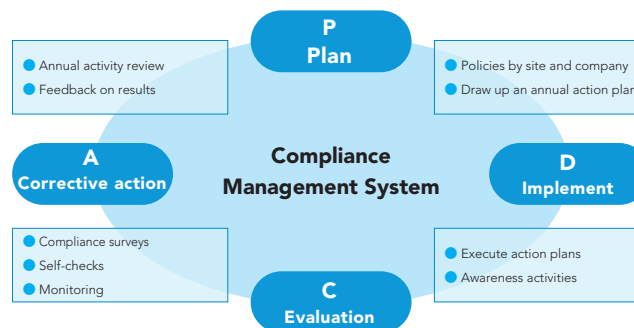


### Compliance Management System

The Nitto Group maintains the compliance management system, with the compliance department serving as an executive office. In light of the extensive exposure of the Nitto Group's business both at home and abroad, a separate council is established for each of three layers: the whole Group, each region, and each site. These councils follow a PDCA cycle for every fiscal year to make continued efforts to raise the level of compliance and reduce associated risks. We have also established a system that allows each level of council to mutually share information, aiming to achieve autonomous management suited to regional and individual company circumstances and globally coordinated management.

Other programs in this regard include compliance surveys for all Group employees, as well as pinpointing risks through self-checks and monitoring. As we refine the PDCA cycle by taking into account a broad range of information, such as environmental changes both within and outside the company, on top of the findings of such programs, we ensure that the effectiveness of our management system is enhanced.

#### Nitto Group's Compliance Management System



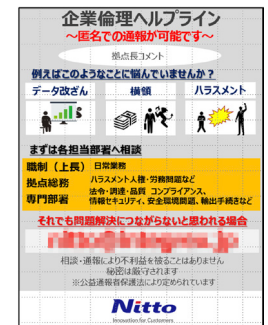
### Publicity and Dissemination of BCG

We are making focused efforts to make BCG, the cornerstone of the Nitto Group's compliance, thoroughly known. In fiscal 2023, we added another BCG-supported language to make it 18 localized versions. Furthermore, to help employees be more aware of compliance issues that may arise in their work, we updated the education curriculum for each trainee group.

In Japan, since January 2024, we have designated the 25th day of odd-numbered months as BCG Day, which is designed to provide employees with opportunities to become daily aware of and deepen their understanding of BCG, with each workplace coming up with original ideas to do so, such as reading BCG or discussing what BCG says at a morning meeting. We plan to transplant this practice in stages on foreign soil starting in April 2024.

### Whistle-Blowing System

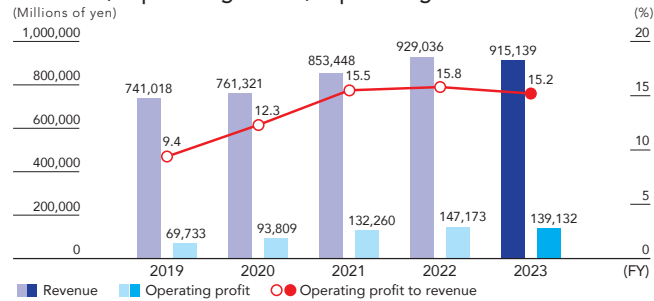
At the Nitto Group, we open a wide window for whistle-blowing by employees and display posters to increase recognition and understanding of the system, in order to ensure early discovery of legal violations and ethical issues. In fiscal 2023, in some regions, we relocated a contact point for the Partner Hotline, where our business partners can go to report noncompliance cases and suspicious instances. They can now bypass the Nitto Group's website but reach the contact point via external organizations such as law firms. Our partners now confidently avail themselves of the system without worrying about the confidentiality of their information. Our next step is to complete this process for the entire Nitto Group by establishing contact points using external organizations in each region, taking into account the circumstances of each country and region.



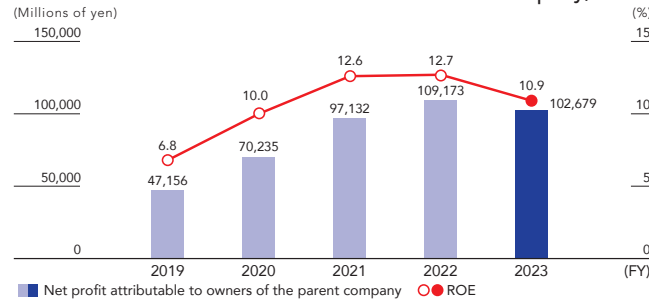


# Highlights

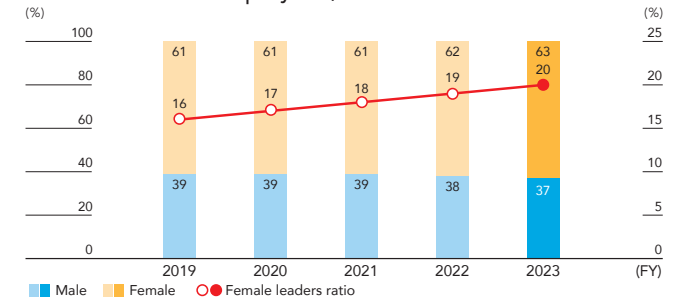
## Revenue, Operating Profit, Operating Profit to Revenue



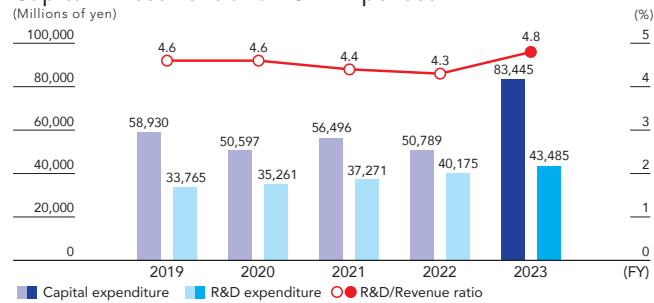
## Net Profit Attributable to Owners of the Parent Company, ROE



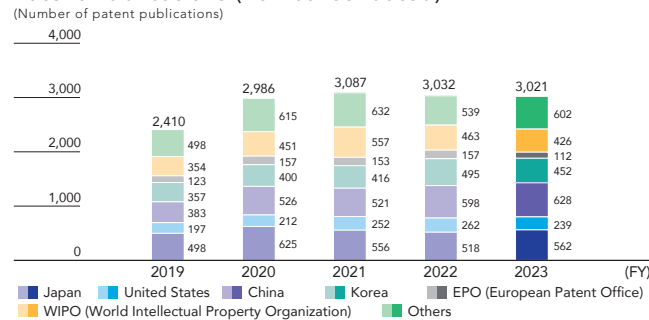
## Gender Ratio of Employees, Female Leaders Ratio



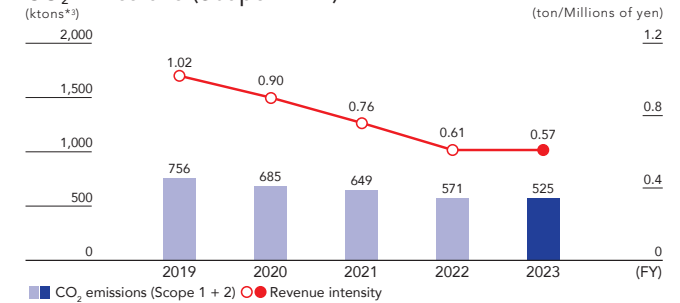
## Capital Investment and R&D Expenses



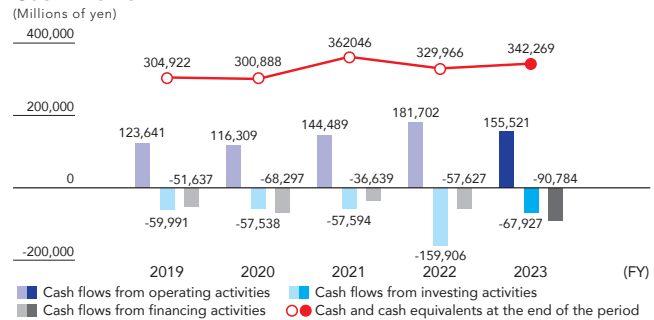
## Patent Publications (non-consolidated)



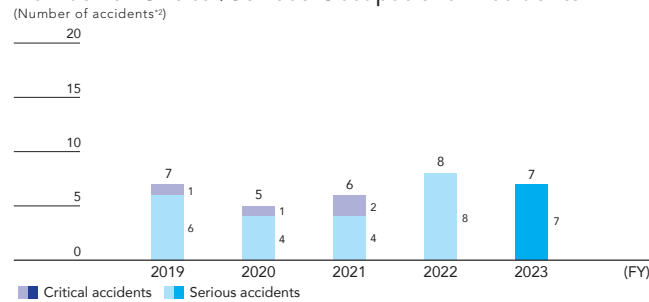
## CO<sub>2</sub> Emissions (Scope 1 + 2)



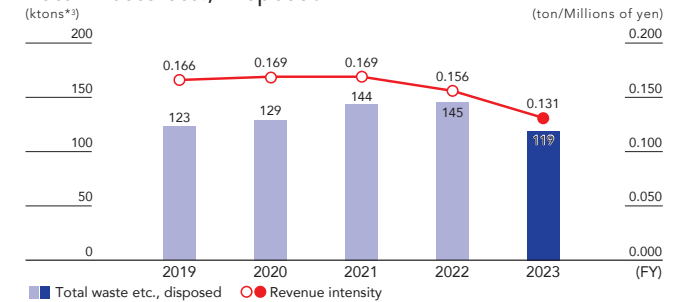
## Cash Flows



## Number of Critical/Serious Occupational Accidents\*1



## Total Waste etc., Disposed



\*1 Critical accidents: Accidents resulting in death or permanent disability. Serious accidents: Accidents that could develop into critical accidents.  
\*2 Including all the persons working on the Nitto Group's premises. \*3 kton: kiloton (1,000 tons)

## Business Results: 10-Year Summary

	2014	2015	2016	2017	2018	2019	2020	2021	2022	Millions of yen 2023	U.S. dollars in thousands <sup>(Note1)</sup> 2023	
<b>Statement of profit or loss</b>												
Revenue	825,243	793,054	767,710	857,376	806,495	741,018	761,321	853,448	929,036	915,139	6,361,759	
Operating profit (ratio to revenue)	106,734 (12.9%)	102,397 (12.9%)	92,589 (12.1%)	125,722 (14.7%)	92,777 (11.5%)	69,733 (9.4%)	93,809 (12.3%)	132,260 (15.5%)	147,173 (15.8%)	139,132 (15.2%)	967,202 –	
Profit before income taxes	105,947	101,996	91,791	126,168	91,910	69,013	93,320	132,378	146,840	138,901	965,596	
Net profit	78,028	81,989	63,690	87,463	66,616	47,224	70,308	97,234	109,264	102,755	714,320	
Net profit attributable to owners of the parent company (ratio to revenue)	77,876 (9.4%)	81,683 (10.3%)	63,453 (8.3%)	87,377 (10.2%)	66,560 (8.3%)	47,156 (6.4%)	70,235 (9.2%)	97,132 (11.4%)	109,173 (11.8%)	102,679 (11.2%)	713,792 –	
Total comprehensive income	108,098	44,552	63,344	83,907	62,060	35,359	89,796	136,323	137,177	164,910	1,146,403	
Cash flows from operating activities	119,481	140,658	119,939	122,551	98,569	123,641	116,309	144,489	181,702	155,521	1,081,133	
Cash flows from investing activities	-53,857	-57,085	-49,739	-50,215	-49,955	-59,991	-57,538	-57,594	-159,906	-67,927	-472,207	
Cash flows from financing activities	-68,966	-44,902	-28,884	-44,919	-58,419	-51,637	-68,297	-36,639	-57,627	-90,784	-631,102	
Cash and cash equivalents at the end of period	214,559	240,891	280,343	304,709	297,682	304,922	300,888	362,046	329,966	342,269	2,379,347	
<b>Segment information by geographic area</b>												
Japan	Revenue	189,779	180,987	186,979	200,556	194,087	166,419	173,918	195,642	200,634	184,662	1,283,712
	Operating profit	70,322	60,793	51,979	75,982	53,545	51,149	54,526	75,205	103,806	91,867	638,631
Americas	Revenue	59,451	75,344	80,123	82,568	75,967	66,659	58,425	83,334	100,730	88,058	612,152
	Operating profit	-1,725	12,241	16,570	12,225	7,928	2,429	2,162	9,897	1,957	-6,419	-44,623
Europe	Revenue	43,041	42,750	40,521	45,578	45,683	40,402	38,806	42,127	75,188	85,146	591,908
	Operating profit	2,729	3,081	3,727	4,218	3,071	-1,460	3,580	3,064	-1,740	1,597	11,102
Asia & Oceania	Revenue	532,971	493,972	460,085	528,672	490,757	467,536	490,172	532,344	552,483	557,272	3,873,980
	Operating profit	36,573	24,410	22,905	32,793	26,065	21,419	34,659	47,586	39,902	60,258	418,895

<Notes>

1. The exchange rate used was JPY143.85 to USD1.00, which was the rate as at March 31, 2024.

2. From the fiscal year ended March 31, 2019, "royalty income," which was previously included in "other income" on the consolidated statement of profit or loss, is included in "revenue."

Accordingly, the above numbers for the fiscal year ended March 31, 2018 have been reclassified to reflect the change.

3. The above 10-year Summary is presented based on the International Financial Reporting Standards (IFRS). The term based on the Japanese standard for "Revenue" is "Net sales," "Net profit attributable to owners of the parent company" is "Net income," "Equity attributable to owners of the parent company per share" is "Net assets per share," "Basic earnings per share" is "Net income per share," "Total assets" is "Total assets," "Equity attributable to owners of the parent company" is "Equity," "Ratio of profit attributable to owners of the parent company to total assets" is "Return on assets," "Return on equity attributable to owners of the parent company" is "Return on equity" and "Ratio of equity attributable to owners of the parent company to total assets" is "Equity to total assets."

	2014	2015	2016	2017	2018	2019	2020	2021	2022	Millions of yen 2023	U.S. dollars in thousands <sup>(Note 1)</sup> 2023
<b>Per share information</b>											
Equity attributable to owners of the parent company per share	3,706.0	3,785.9	4,027.6	4,328.5	4,465.7	4,479.3	4,838.1	5,548.1	6,183.0	6,956.8	48.36
Basic earnings per share	471.8	495.2	390.9	539.0	423.5	301.3	472.7	656.3	738.8	719.6	5.00
Diluted earnings per share	470.9	494.6	390.5	538.4	423.1	301.1	472.4	656.0	738.5	719.3	5.00
Price earnings ratio	17.0	12.6	22.0	14.8	13.7	16.0	20.0	13.4	11.6	19.2	—
Dividends per share	120.0	140.0	150.0	160.0	180.0	200.0	200.0	220.0	240.0	260.0	1.81
Dividend payout ratio (Consolidated)	(25.4)	(28.3)	(38.4)	(29.7)	(42.5)	(66.4)	(42.3)	(33.5)	(32.5)	(36.1)	—
Issued shares (thousands)	173,758	173,758	173,758	173,758	158,758	158,758	149,758	149,758	149,758	143,551	—
Number of treasury shares at the end of the period (thousands)	8,614	11,465	11,434	13,592	1,908	4,839	1,792	1,744	3,840	2,104	—
Average number of issued shares during the period (cumulative from the beginning of the period) (thousands)	165,079	164,940	162,311	162,112	157,165	156,501	148,580	147,996	147,776	142,696	—
Number of shareholders	35,014	37,694	29,742	35,847	37,684	36,871	28,456	28,802	28,984	22,746	—
<b>(Millions of yen)</b>											
Total assets	855,433	825,905	879,899	937,796	913,418	921,900	965,901	1,094,469	1,153,647	1,251,087	8,697,164
Equity attributable to owners of the parent company	612,016	614,425	653,772	693,278	700,443	689,446	715,868	821,192	902,211	984,020	6,840,598
Ratio of profit attributable to owners of the parent company to total assets (ROA)	9.5%	9.7%	7.4%	9.6%	7.2%	5.1%	7.4%	9.4%	9.7%	8.5%	—
Return on equity attributable to owners of the parent company (ROE)	13.7%	13.3%	10.0%	13.0%	9.6%	6.8%	10.0%	12.6%	12.7%	10.9%	—
Ratio of equity attributable to owners of the parent company to total assets	71.5%	74.4%	74.3%	73.9%	76.7%	74.8%	74.1%	75.0%	78.2%	78.7%	—
Capital investment	56,721	60,420	36,538	47,193	64,353	58,930	50,597	56,496	50,789	83,445	580,083
Depreciation cost	45,662	48,537	48,556	49,283	45,904	49,390	47,950	50,211	57,362	60,811	422,739
R&D expenses	28,240	32,120	30,366	31,243	31,990	33,765	35,261	37,271	40,175	43,485	302,294
Number of employees <sup>(Note 4)</sup>	31,997	30,007	29,617	29,704	29,019	28,751	28,289	28,438	28,371	27,426	—

4. Part-time employees are included.

# Consolidated Financial Statements

## Consolidated Statement of Financial Position (Millions of yen)

	Amount			Amount	
	As of March 31, 2024	As of March 31, 2023		As of March 31, 2024	As of March 31, 2023
<b>(Assets)</b>			<b>(Liabilities)</b>		
<b>Current assets</b>	<b>717,957</b>	<b>677,189</b>	<b>Current liabilities</b>	<b>206,856</b>	<b>188,248</b>
Cash and cash equivalents	342,269	329,966	Trade and other payables	98,965	91,834
Trade and other receivables	209,341	178,388	Borrowings	345	272
Inventories	136,804	141,101	Income tax payables	13,402	18,488
Other financial assets	5,220	2,141	Other financial liabilities	38,396	22,162
Other current assets	24,321	20,358	Other current liabilities	55,746	54,053
Subtotal	717,957	671,956	Subtotal	206,856	186,811
Assets held for sale	—	5,232	Liabilities directly associated with assets held for sale	—	1,436
<b>Noncurrent assets</b>	<b>533,130</b>	<b>476,457</b>	<b>Noncurrent liabilities</b>	<b>59,182</b>	<b>62,204</b>
Property, plant and equipment	378,535	333,103	Other financial liabilities	20,843	15,729
Right-of-use assets	19,321	12,959	Defined benefit liabilities	33,130	40,015
Goodwill	66,056	58,822	Deferred tax liabilities	3,427	4,173
Intangible assets	20,674	21,469	Other noncurrent liabilities	1,779	2,286
Investments accounted for using equity method	2,115	2,140	<b>Total liabilities</b>	<b>266,038</b>	<b>250,452</b>
Financial assets	9,192	8,860	<b>(Equity)</b>		
Deferred tax assets	20,985	23,420	<b>Equity attributable to owners of the parent company</b>	<b>984,020</b>	<b>902,211</b>
Other noncurrent assets	16,248	15,682	Share capital	26,783	26,783
<b>Total assets</b>	<b>1,251,087</b>	<b>1,153,647</b>	Capital surplus	49,928	50,047
			Retained earnings	808,062	786,269
			Treasury shares	- 23,298	- 27,631
			Other components of equity	122,544	66,741
			<b>Noncontrolling interests</b>	<b>1,028</b>	<b>983</b>
			<b>Total equity</b>	<b>985,048</b>	<b>903,194</b>
			<b>Total liabilities and equity</b>	<b>1,251,087</b>	<b>1,153,647</b>

## Consolidated Statement of Changes in Equity April 1, 2023 – March 31, 2024 (Millions of yen)

	Share capital	Capital surplus	Retained earnings	Treasury shares	Other components of equity	Total equity attributable to owners of the parent company	Non-controlling interests	Total equity
<b>Balance as of April 1, 2023</b>	<b>26,783</b>	<b>50,047</b>	<b>786,269</b>	<b>- 27,631</b>	<b>66,741</b>	<b>902,211</b>	<b>983</b>	<b>903,194</b>
Net profit			102,679			102,679	75	102,755
Other comprehensive income					62,136	62,136	17	62,154
<b>Total comprehensive income</b>	<b>—</b>	<b>—</b>	<b>102,679</b>	<b>—</b>	<b>62,136</b>	<b>164,816</b>	<b>93</b>	<b>164,910</b>
Share based remuneration transactions		- 47			- 1	- 48		- 48
Dividends			- 36,041			- 36,041	- 28	- 36,070
Changes in treasury shares		- 51,254		4,333		- 46,921		- 46,921
Transfer from other components of equity to retained earnings			6,333		- 6,333	—		—
Acquisition of NCI without change in control		3				3	- 20	- 17
Transfer from retained earnings to capital surplus		51,178	- 51,178			—		—
<b>Total transactions with owners</b>	<b>—</b>	<b>- 119</b>	<b>- 80,887</b>	<b>4,333</b>	<b>- 6,334</b>	<b>- 83,007</b>	<b>- 49</b>	<b>- 83,056</b>
<b>Balance as of March 31, 2024</b>	<b>26,783</b>	<b>49,928</b>	<b>808,062</b>	<b>- 23,298</b>	<b>122,544</b>	<b>984,020</b>	<b>1,028</b>	<b>985,048</b>



## Consolidated Statement of Profit or Loss (Millions of yen)

	Amount	
	April 1, 2023 – March 31, 2024	April 1, 2022 – March 31, 2023
<b>Revenue</b>	<b>915,139</b>	<b>929,036</b>
Cost of sales	584,280	591,592
<b>Gross profit</b>	<b>330,858</b>	<b>337,443</b>
Selling, general and administrative expenses	146,143	145,436
Research and development expenses	43,485	40,175
Other income	9,914	8,103
Other expenses	12,012	12,761
<b>Operating profit</b>	<b>139,132</b>	<b>147,173</b>
Finance income	2,195	1,574
Finance expenses	2,460	1,936
Share of profit of investments accounted for using the equity method	34	29
<b>Profit before income taxes</b>	<b>138,901</b>	<b>146,840</b>
Income tax expenses	36,146	37,576
<b>Net profit</b>	<b>102,755</b>	<b>109,264</b>
<b>Net profit attributable to:</b>		
Owners of the parent company	102,679	109,173
Noncontrolling interests	75	91

## Consolidated Statement of Cash Flows (Millions of yen)

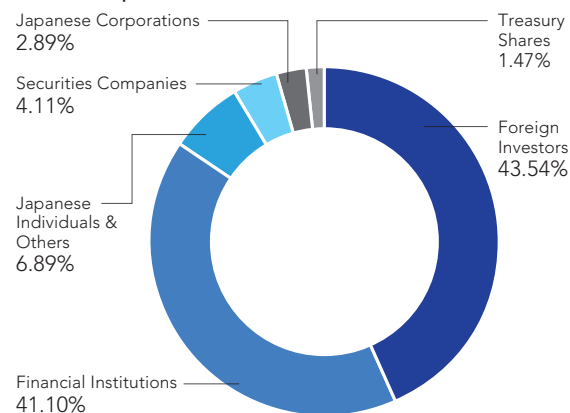
	Amount	
	April 1, 2023 – March 31, 2024	April 1, 2022 – March 31, 2023
<b>I Cash flows from operating activities</b>		
Profit before income taxes	138,901	146,840
Depreciation and amortization	60,811	57,362
Impairment losses	1,651	4,036
Increase (decrease) in defined benefit liabilities	1,371	1,270
Decrease (increase) in trade and other receivables	-19,033	44,492
Decrease (increase) in inventories	11,769	-2,230
Increase (decrease) in trade and other payables	3,804	-15,779
Increase (decrease) in advances received	-1,312	-17,420
Interest and dividend income	2,065	1,283
Interest expenses paid	-609	-538
Income taxes (paid) refunded	-41,030	-38,748
Others	-2,868	1,133
<b>Net cash provided by (used in) operating activities</b>	<b>155,521</b>	<b>181,702</b>
<b>II Cash flows from investing activities</b>		
Purchase of property, plant and equipment and intangible assets	-67,774	-65,921
Proceeds from sale of property, plant and equipment and intangible assets	602	350
Decrease (increase) in time deposits	-2,465	81
Purchase of investment securities	-723	-177
Proceeds from sale of investment securities	551	2,675
Purchase of shares of subsidiaries and affiliates	—	-1,703
Purchase of shares of subsidiaries resulting in change in scope of consolidation	—	-95,263
Proceeds from sale of shares of subsidiaries resulting in change in scope of consolidation	1,871	—
Others	10	51
<b>Net cash provided by (used in) investing activities</b>	<b>-67,927</b>	<b>-159,906</b>

	Amount	
	April 1, 2023 – March 31, 2024	April 1, 2022 – March 31, 2023
<b>III Cash flows from financing activities</b>		
Net increase (decrease) in short-term borrowings	72	29
Repayment of lease liabilities	-7,631	-5,567
Decrease (increase) in treasury shares	-47,167	-18,008
Cash dividends paid	-36,041	-34,046
Others	-16	-35
<b>Net cash provided by (used in) financing activities</b>	<b>-90,784</b>	<b>-57,627</b>
<b>IV Effect of exchange rate changes on cash and cash equivalents</b>	<b>13,573</b>	<b>5,671</b>
<b>V Cash and cash equivalents included in assets held for sale</b>	<b>—</b>	<b>-1,920</b>
<b>VI Reclassification of cash and cash equivalents included in assets held for sale in the opening balance</b>	<b>1,920</b>	<b>—</b>
<b>VII Net increase (decrease) in cash and cash equivalents</b>	<b>12,302</b>	<b>-32,079</b>
<b>VIII Cash and cash equivalents at the beginning of the period</b>	<b>329,966</b>	<b>362,046</b>
<b>IX Cash and cash equivalents at the end of the period</b>	<b>342,269</b>	<b>329,966</b>

## Shareholder/Stock Information (as of March 31, 2024)

Code number	6988
Stock exchange listing	Prime Market, Tokyo Stock Exchange
Shareholder registry administrator	Mitsubishi UFJ Trust and Banking Corporation
Total number of authorized shares	400,000,000 shares
Total number of issued shares	143,551,735 shares (Of which, number of treasury shares: 2,104,272 shares)
Number of shareholders	22,746
One unit of shares	100 shares

### Ownership and Distribution of Shares



### Major Shareholders (Top 10)

Name	Number of shares held (Thousands of shares)	Ownership percentage (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	36,272	25.64
Custody Bank of Japan, Ltd. (Trust Account)	14,408	10.19
STATE STREET BANK AND TRUST COMPANY 505223	6,522	4.61
STATE STREET BANK WEST CLIENT-TREATY 505234	2,868	2.03
HSBC HONGKONG-TREASURY SERVICES A/C ASIAN EQUITIES DERIVATIVES	2,205	1.56
SSBTC CLIENT OMNIBUS ACCOUNT	2,116	1.50
Nippon Life Insurance Company	2,082	1.47
JP MORGAN CHASE BANK 385781	1,968	1.39
JPMorgan Securities Japan Co., Ltd.	1,730	1.22
STATE STREET BANK AND TRUST COMPANY 505103	1,675	1.18

Note: The Company holds a total of 2,104,272 treasury shares, but are excluded from the list above.

### IR Activities

In following the "Policies Related to Constructive Dialogue with Shareholders," we reflect the opinions received from our shareholders and investors at the Ordinary General Meeting of Shareholders, company information meetings, and IR activities in our management.



	The 156th meeting (held on June 18, 2021)	The 157th meeting (held on June 17, 2022)	The 158th meeting (held on June 23, 2023)	The 159th meeting (held on June 21, 2024)
Number of attendees at the Ordinary General Meeting of Shareholders	35	83	128	83

Events	Target audiences	Frequency (per year)
Company information meeting	Japanese/overseas institutional investors	2
Financial results conference call	Japanese institutional investors / analysts	4
Overseas IR roadshow	Institutional investors in North America, Europe, and Asia	3
Conference hosted by securities companies	Japanese/overseas institutional investors	5
Information meeting hosted by securities companies	Individual investors	1

The events above include IR meetings attended by the CEO or CFO.

## Program to Reduce CO<sub>2</sub> Emissions through Sponsorship of the Nitto ATP Finals

As part of its sponsorship for the Nitto ATP Finals, the Nitto Group has worked on the Nitto ATP Finals Torino Green Project, a co-creation project designed to reduce CO<sub>2</sub> emissions, together with the Association of Tennis Professionals (ATP), the Italian Tennis and Padel Federation (FITP), and the host city of Turin.

- ATP has committed to Net Zero CO<sub>2</sub> emissions, which result from the ATP Tour, by 2040. To support ATP in their endeavor, Nitto donated 6,000 paper napkins, made of its proprietary plastic-free compostable material (CAC non-woven fabric\*), to the Nitto ATP Finals for use in the event's food court and other areas during the tournament on November 12-19, 2023.
- The Nitto Group donated all proceeds from merchandise sales and a charity auction, which were held during the event, to the City of Turin. With these donations, the City of Turin is planning to assist the city's afforestation and install green roofs atop select bus stops near the Pala Alpitour venue.



A planted European linden tree

\* Biodegradable non-wovens, the sustainable material manufactured by Nitto

### Disclaimer

This report contains future projections as well as past and present facts related to Nitto Denko Corporation (non-consolidated) and the Nitto Group (consolidated). These statements are based on information at the time of creation and may not be completely accurate at the time of reading. Please be advised that actual business activity results may differ materially from those described in the projections. All chapters of this report are also available in Japanese. In the event of any discrepancies between the two versions, the Japanese version will prevail.

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### Environmental Data

Some of the numbers from previous years have been updated as the scope of Group companies was extended or calculation methods were changed.

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