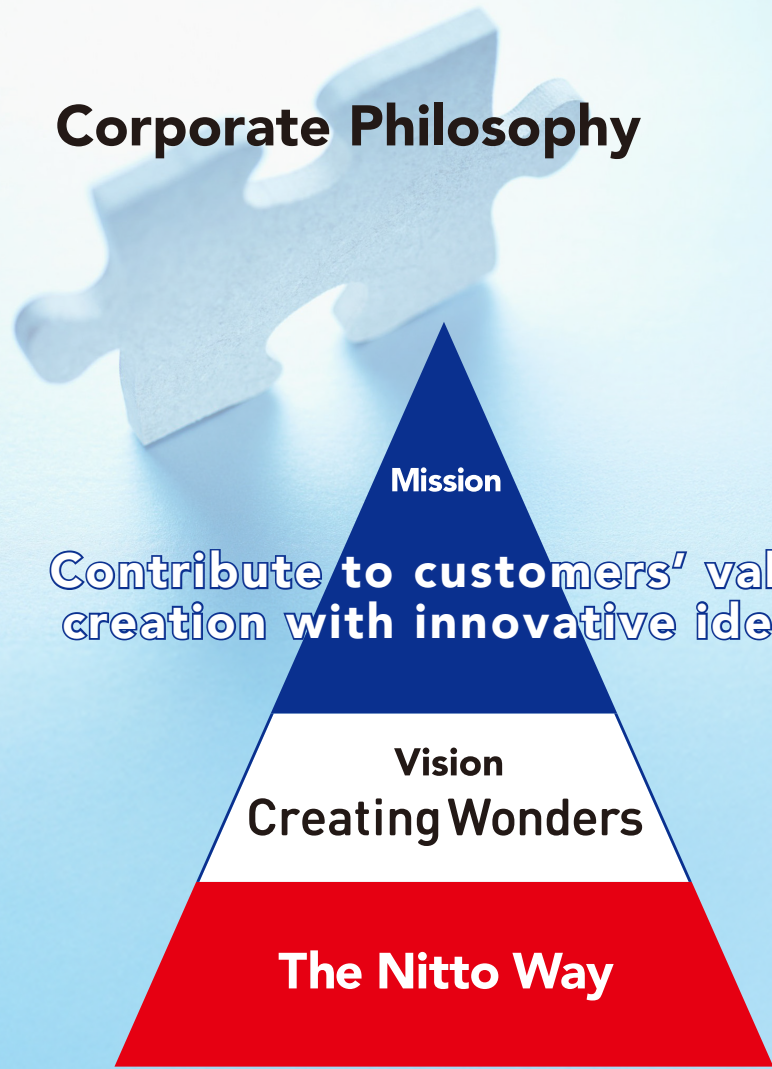


Nitto Group Integrated Report
2025



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

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

This report covers the business activities of 93 companies including Nitto Denko Corporation and its 88 subsidiaries and 4 affiliates, as of March 31, 2025.

Time Period

Fiscal 2024 (April 1, 2024–March 31, 2025)

Some performance figures and activities from periods other than the above are also included.

Reference Guidelines

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

- Global Reporting Initiative (GRI) Standards by the Global Reporting Initiative
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

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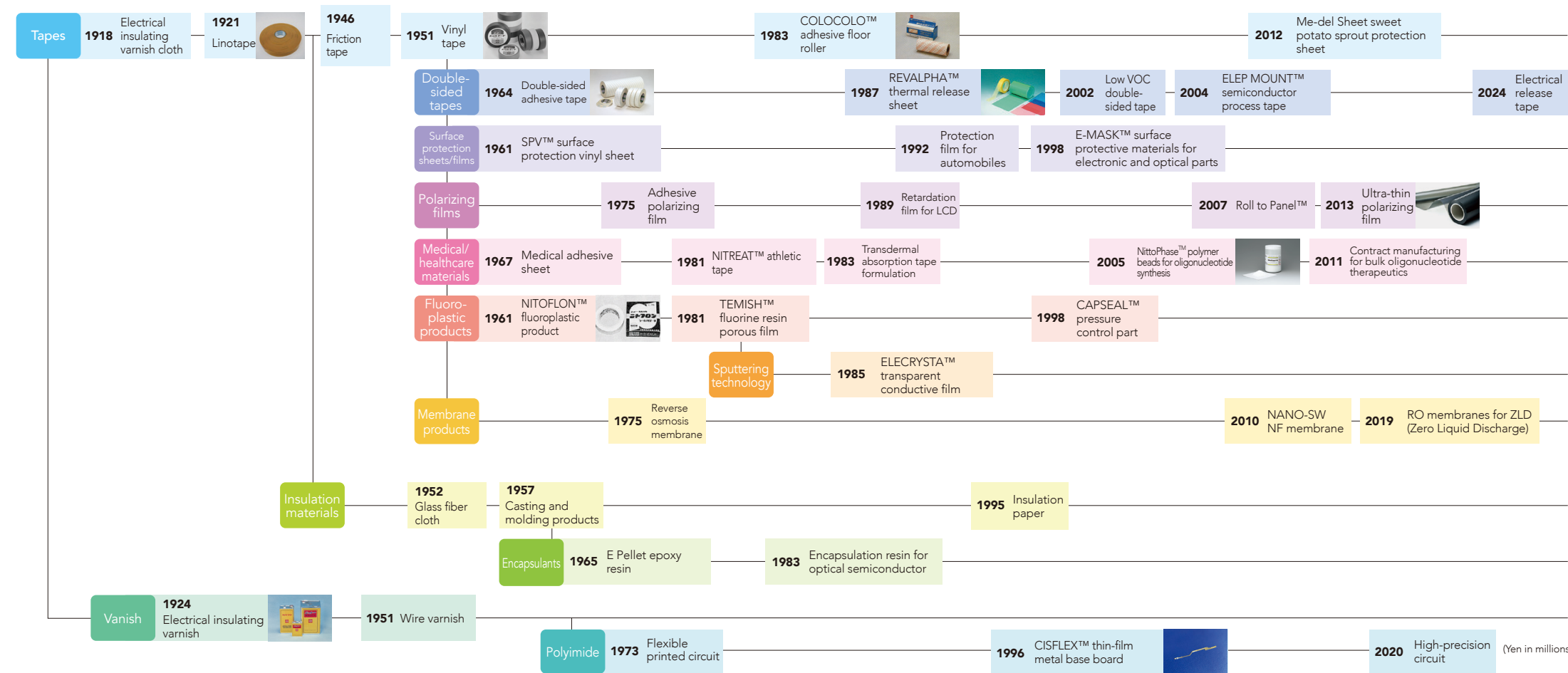
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Sales* Trends

Non-consolidated ■ Overseas sales ■ Sales in Japan

Consolidated ■ Overseas sales ■ Sales in Japan

*The numbers from FY2014 are for "Revenue," following the introduction of the International Financial Reporting Standards (IFRS).

