

**Nitto**

Innovation for Customers

## 2023 Corporate Profile

Nitto Denko Corporation



Innovation for Customers

## Contribute to customers' value creation with innovative ideas

In 1918, during the First World War when it was difficult to procure materials from abroad, Nitto Denko Corporation (referred to as Nitto hereafter) was founded as Nitto Electric Industry Co., Ltd. in Osaki, Tokyo to produce domestically insulating materials needed for electronics.

Since it was founded, Nitto faced many crises. However, Nitto has overcome these crises and refined its foundation to become what it is today by pouring everything it had into each and every product, and by pursuing customer service. By continuing to work together with customers, we are now developing our business globally to offer various products in three focus domains "Power and Mobility", "Digital Interface" and "Human Life", based on our core technologies that we have developed over years.

In today's world, as we move forward into a new age, social issues have become even more diverse and complex, and society is changing at a pace that is faster than ever. Against this backdrop, the Nitto Group will place ESG at the core of its management and implement the "Niche Top Strategy and Nitto-style ESG Strategy," which aims to create products and services that contribute to the environment and humanity by leveraging the strengths of its technology, balancing providing solutions for social issues and creating economic value. By contributing to people's healthy lives and a sustainable global environment more than ever before, we want to continue to be an essential top ESG company for the world.

The Nitto Group will continually challenge to inspire the world and create values that the society recognizes, taking the changes of the society as an opportunity with our corporate philosophy of "Contribute to customers' value creation with innovative ideas".



Hideo Takasaki

President, CEO and COO  
Nitto Denko Corporation

# Everywhere, Comfortable Life

Nitto has continued the near future in mind in areas

its challenges with no one else has ever challenged.



## Housing / Housing Equipment

The housing industry is faced with increasingly demanding functions, such as solar cells, storage batteries, and an integrated management system for household appliances. Nitto is doing its best to meet these advanced requirements by providing the materials and parts needed for these applications.



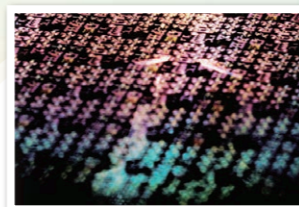
## Medical

Nitto has secured the global top share in the synthesis of nucleic acid medicines. Nitto's transdermal adsorption drugs that apply its adhesive technology have been highly acclaimed for their reliable production technology based on long-standing experience.



## Packaging

Nitto provides a wide range of tape products that are used in various applications. Some of the products include tape for cardboard packaging, temporary adhesion tape that doesn't leave any adhesive residue when removed, and security tape that makes it possible to know that the tape was tampered with.



## Electronic Devices

Nitto provides a wide range of products for manufacturing processes and parts, including semiconductor and electronic component manufacturing process materials, optical device sealing materials, and HDD peripheral materials.



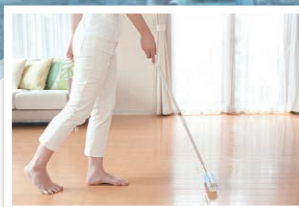
## Infrastructure Industries

Nitto offers products and technical services, including filtration that help protect water resources through seawater desalination and reuse of drainage water. In addition, Nitto has advanced development in the field of new energy, providing materials for wind power generation.



## Automotive and Transportation Equipment

Nitto provides new value to meet the recent needs of the automobile field, through technologies such as lightweight, and the evolution of power modules for environmental vehicles and electrical equipment developed in pursuit of safety and amenity.



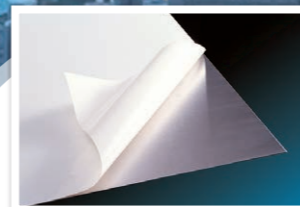
## Consumer Products / Personal Care Products

Nitto supplies the consumer market with various materials from housewares to materials used in hygienic goods, such as diapers. These products help customers achieve a more comfortable way of life.



## Home Appliance and Electrical Equipment

Nitto offers a diverse lineup of products for various applications. This wide variation includes ultra-thin sealant materials, which are practically free of impure substances that can contaminate devices; as well as double-sided tapes which can replace mechanical fasteners such as screws.



## Materials

Beginning with surface protection films, Nitto provides a diverse lineup of products for processing materials such as metal plates, resin substrates, glass sheets, and more.



## Displays

Nitto offers valuable solutions that incorporate its unique technologies and products. Nitto has experience in producing high-definition image, durable, thin, and lightweight technologies in various types of optical and adhesive film for displays and touch panel devices.



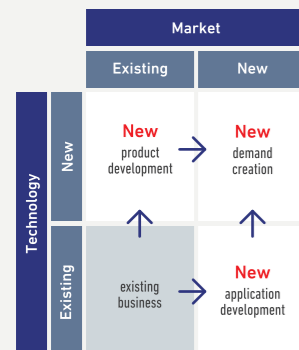
# Nitto Group's Strengths

Staying close to our customer is a key element of Nitto Group's corporate culture. Our strength is in our corporate culture, and it is how we expand our business activities.

## Sanshin Activities

The Nitto Group's unique marketing approach stimulating new demand through the development of new applications and new products

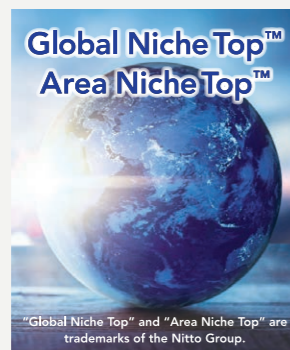
Finding "new" applications for existing products and then adding new technologies to them or using new technologies to develop "new" products and then expanding their applications, thereby creating "new" demand - Literally translated as "three new activities," Sanshin activities are the Nitto Group's proprietary marketing approach which we have diligently followed for more than 50 years by repeating the cycle of the three "news" for continued progress.



## Niche Top Strategy

Shooting for the leading share by leveraging proprietary technologies in niche markets where we have a competitive advantage

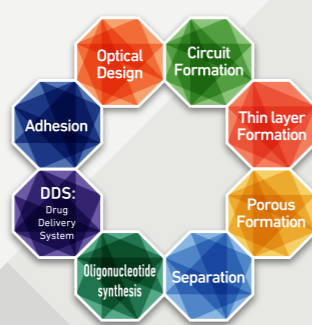
The Niche Top strategy is the Nitto Group's unique focus/differentiation strategy, under which we pour our management resources into niche market spaces where we can tap into our proprietary technologies and maximize our competitive advantage in the ever-growing(-changing) market. The Global Niche Top™ strategy directs our drive for a leading share in the global market, whereas the Area Niche Top™ strategy guides us to the leading position in national and regional markets as we offer products that meet the specific needs of each area.



## Core Technologies

Developing products that meet customer needs by combining the eight core technologies

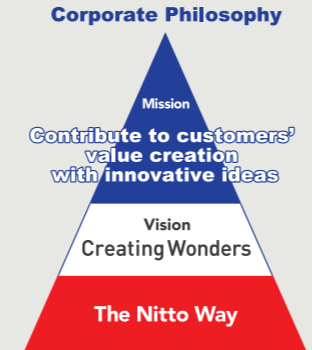
The Nitto Group has made constant efforts to combine and advance its founding technologies to develop core technologies, which are being applied to a broad range of businesses. In the domains of Power & Mobility, Digital Interface, and Human Life, where our technologies and strengths are felt most acutely, and spaces where they intersect, we hybridize our core technologies to develop "essential" products.



## Corporate Culture

"The Nitto Way" - A set of values for Nitto people to embrace and practice

"The Nitto Way" is a set of values which every Nitto employee should embrace and practice to achieve the company's future vision. 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".



# Research & Development

Both Business Divisions and Corporate Divisions work together on research and development. The Corporate R&D consists of 3 divisions: the Corporate Research and Development Division, New Business Development Division and the Nucleic Acid Medicine Business Division. In addition, the Technology and IP Strategy Division is collaborating closely to create future businesses and technologies.

## An integrated facility for R&D and Human Resource Development " inovas "

inovas, established in 2016, is a central location for R&D and human resource development functions. inovas also includes an innovation center that encourages interaction with customers to create new values. The name of the facility combines the words "innovation" with "nova" (Latin for "new star"), which is named under the hope of creating countless "new stars" (core businesses) through innovation.



## Global R&D system

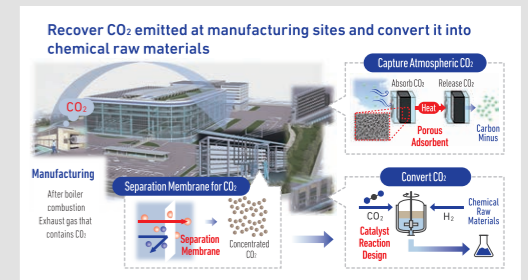
Nitto Group has globally established R&D centers and promotes locally-initiated R&D, based on specific regional traits. By integrating a wide range of knowledge and techniques, and generating new value chains, we strive for further development our unique technologies and making steady progress for the seeds of business.



## TOPICS Announcement of Negative Emission Factory Initiative

Nitto announces that it will accelerate the development of negative emission technologies (technologies which remove CO<sub>2</sub> from the atmosphere by capturing, absorbing, storing, and fixing atmospheric CO<sub>2</sub>) including the capture of CO<sub>2</sub> inevitably emitted in the manufacturing process, in addition to energy consumption reduction through desolvation and energy conservation, in order to propose them as a total solution for reducing CO<sub>2</sub>. In May 2022, Nitto declared carbon neutrality to pass on a bountiful planet to future generations. Nitto will further promote its carbon-negative business to realize a sustainable environment and society.

(Released on July 24, 2023)



# Main Products of the Nitto Group

Since our founding in 1918, the Nitto Group has given birth to numerous products through combinations of its proprietary technologies and expanded the scope of its business to various fields by unflinchingly adapting to the changes of the times and applying the technologies and products that it has developed.



Waterproofing, airtight tape for housing construction    Masking tapes for painting of buildings

## Construction Materials



Multi-layered laminate material    Electrical insulation vinyl tapes

## Electrical Insulation Materials



Surface protection material for electronic and optical devices

## Optical Process Materials



Optical clear adhesive sheet    Low VOC double-coated adhesive tape

## Bonding and Jointing Products



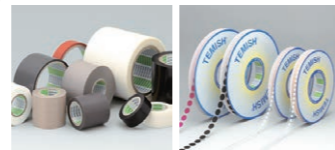
Ultrahigh-molecular weight porous polyethylene film    Barcode labeling system

## General Process Materials



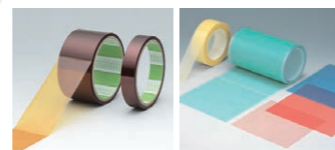
Thin-film metal base boards    Active Optical Cable

## Printed Circuit Products



Fluoroplastic adhesive tape    Fluoroplastic porous film

## Engineering Plastic Products



Polyimide adhesive tape    Thermal release sheet

## Electric Component-related Products and Process Materials



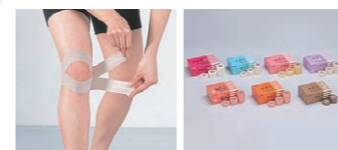
Polarizing films    Transparent electroconductive film

## Films for Flat Panel Displays



Surface protection film for laser processing    Surface protection film for automotive coating

## Surface Protection Materials



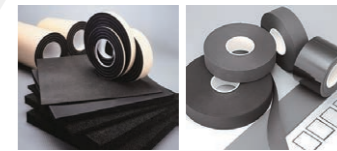
Athletic tapes    Surgical tapes

## Health Care Products



Oligonucleotide API contract manufacturing    Particles for Nucleic Acid Synthesis

## Medical Products



High performance sealing material    Super clean foam

## Sealing Materials



Transparent epoxy encapsulating resin    Die attach film with pressure-sensitive dicing tape

## Semiconductor-related Products



Ultra-thin double-coated adhesive tape

## Precision Electric Component-related Materials



Seawater desalination spiral RO membrane

## Membrane Products



STÁLOGY™    COLOCOLO.

## Consumer Products

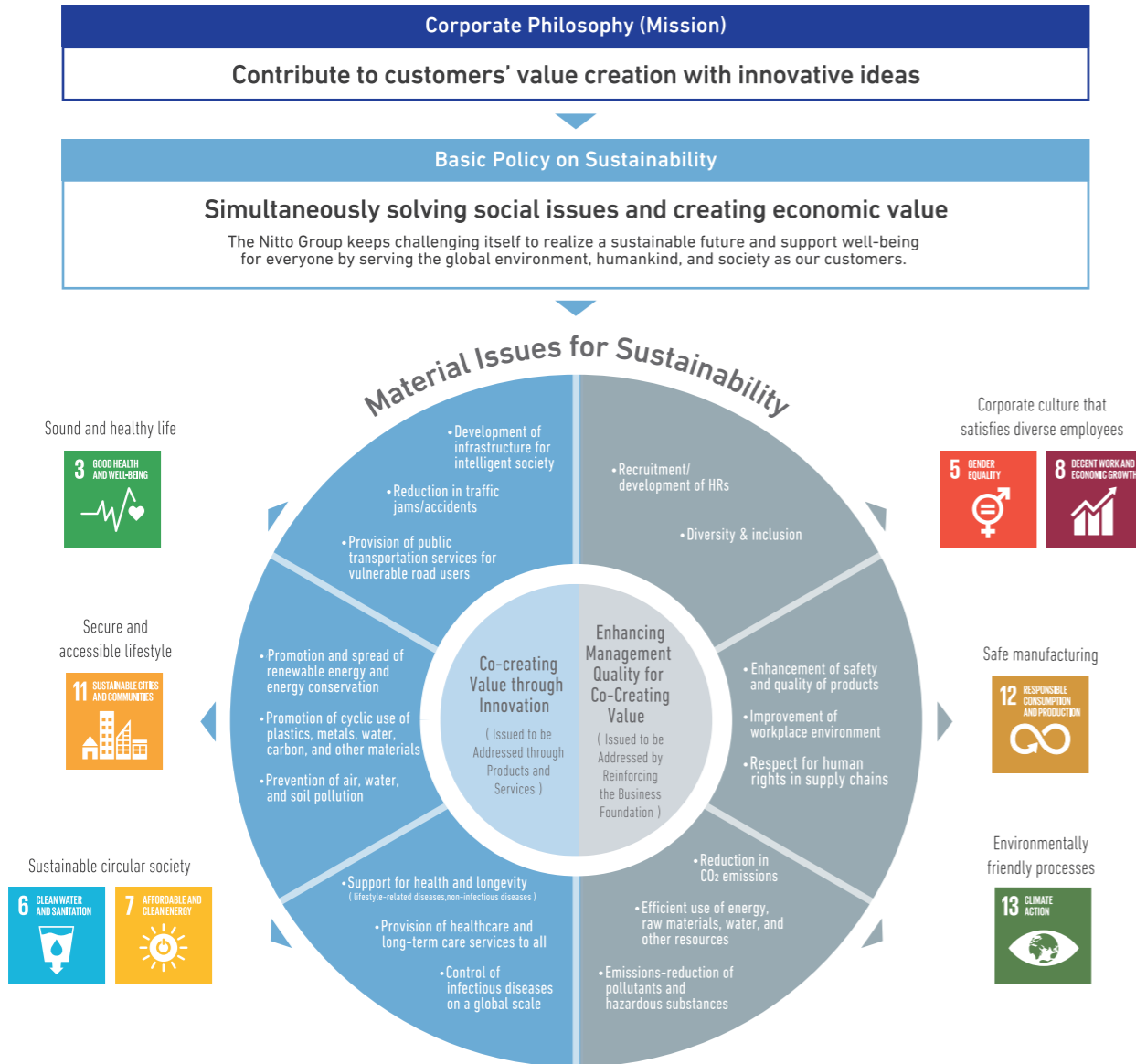


OPP packaging tape    Carton sealing machines

## Packaging Products

# Nitto Group's ESG Management

Placing ESG at the core of our management, the Nitto Group bases all that we do on the Basic Policy on Sustainability. Aiming to be an "essential top ESG company" by 2030, we will commit ourselves to simultaneously solving social issues and creating economic value for a sustainable future and the wellbeing of our "customers," namely, the global environment, humankind, and society.



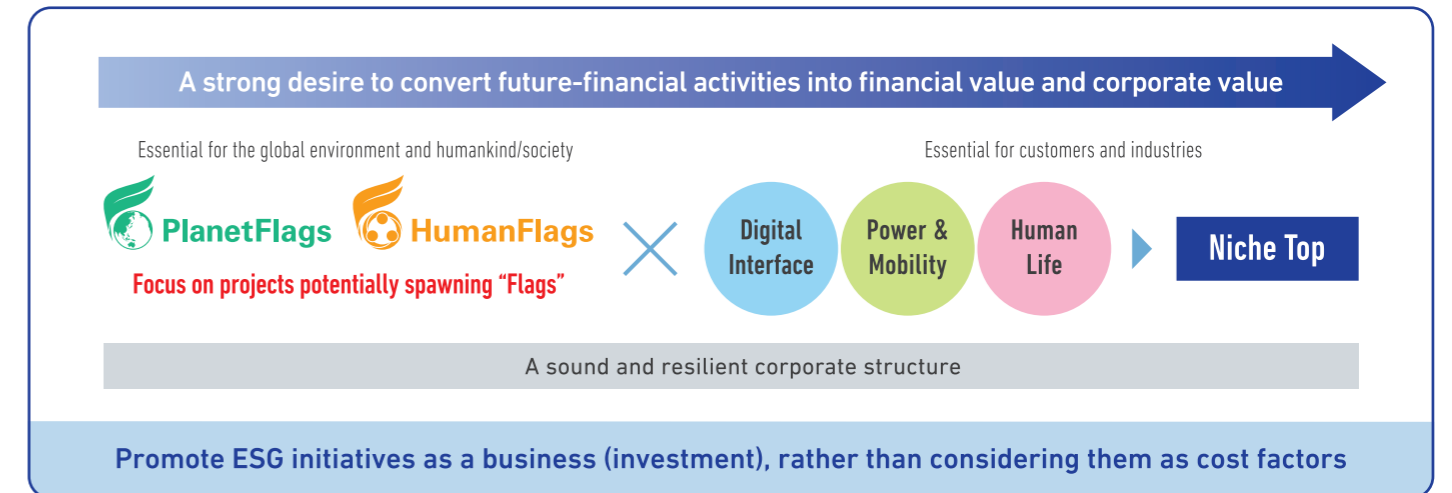
## Nitto's ESG Management

By "ESG management," we mean to solve social issues through the development and delivery of PlanetFlags/HumanFlags and create economic value by evolving them into Niche Top solutions. This will be accomplished by way of agile Nitto Persons who dare to challenge themselves, eco-friendly manufacturing, and a sound and resilient business foundation that underpins them. Through our unique approaches, we aim to become an "essential" entity that continues to amaze and inspire customers.



## Turning Future-Financial Activities into Financial Value

The Nitto Group treats ESG initiatives as a business investment, not a cost. With this in mind, we are working to convert "future-financial" activities into "financial" value and then into corporate value.



# Corporate Data

## NITTO DENKO CORPORATION

Established — October 25, 1918  
 Headquarters — Tower A, Grand Front Osaka 4-20, Ofuka-cho, Kita-ku, Osaka, 530-0011, Japan  
 Capital — 26.7 billion yen  
 Common stocks are traded in Tokyo Stock Exchange, Prime Market.  
 Fiscal Year End — March  
 Sales — Consolidated : 929 billion yen  
 Non-consolidated : 544.2 billion yen  
 Employees — Consolidated : 28,371  
 Non-consolidated : 6,672

As of March 31, 2023

## EXECUTIVES

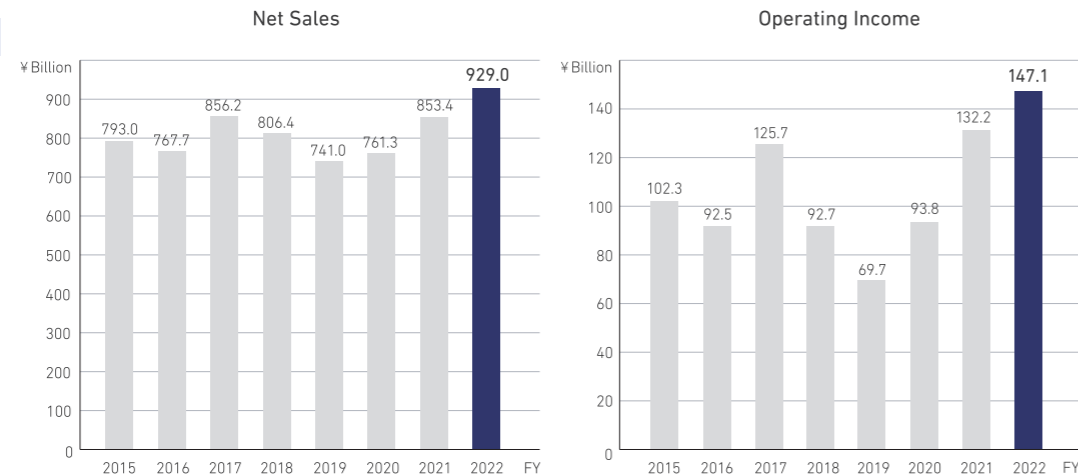
|   |   |   |
|---|---|---|
| Representative Director<br>President, CEO and COO — Hideo TAKASAKI                                    | Executive<br>Vice President — Sam STRIJCKMANS<br>Seiji FUJIOKA  | Kazuki TSUCHIMOTO   |
| Director, Senior Executive<br>Vice President, — Yosuke MIKI<br>Yasuhiro ISEYAMA<br>Yasuhito OHWAKI    | Senior<br>Vice President — Atsushi UKON<br>Bae-Won LEE<br>Norio SATO<br>Katsuyoshi JO<br>Tatsuya AKAGI              | Yukihiro HORIKAWA<br>Nobuyuki AOKI<br>Kenjiro ASUMA<br>Yasuhiro HAYASHI                         |
| Director — Yoichiro FURUSE  | Vice President — Scott SHU<br>Shigo SUITA<br>Yoshihiko TERADA<br>Hitoki KANAGAWA<br>Yoichiro SUGINO<br>Nao MURAKIMI | Hisataka ISHIDA<br>Naoki MAKINO<br>Michihiro HAGIWARA<br>Junichi MATSUMOTO<br>Hiroyuki KATAYAMA |
| Outside Director — Tamio FUKUDA<br>WONG Lai Yong<br>Michitaka SAWADA<br>Yasuhiro YAMADA<br>Mariko ETO |   |   |
| Corporate Auditor — Shin TOKUYASU<br>Toshihiko TAKAYANAGI   |   |   |

As of June 23, 2023

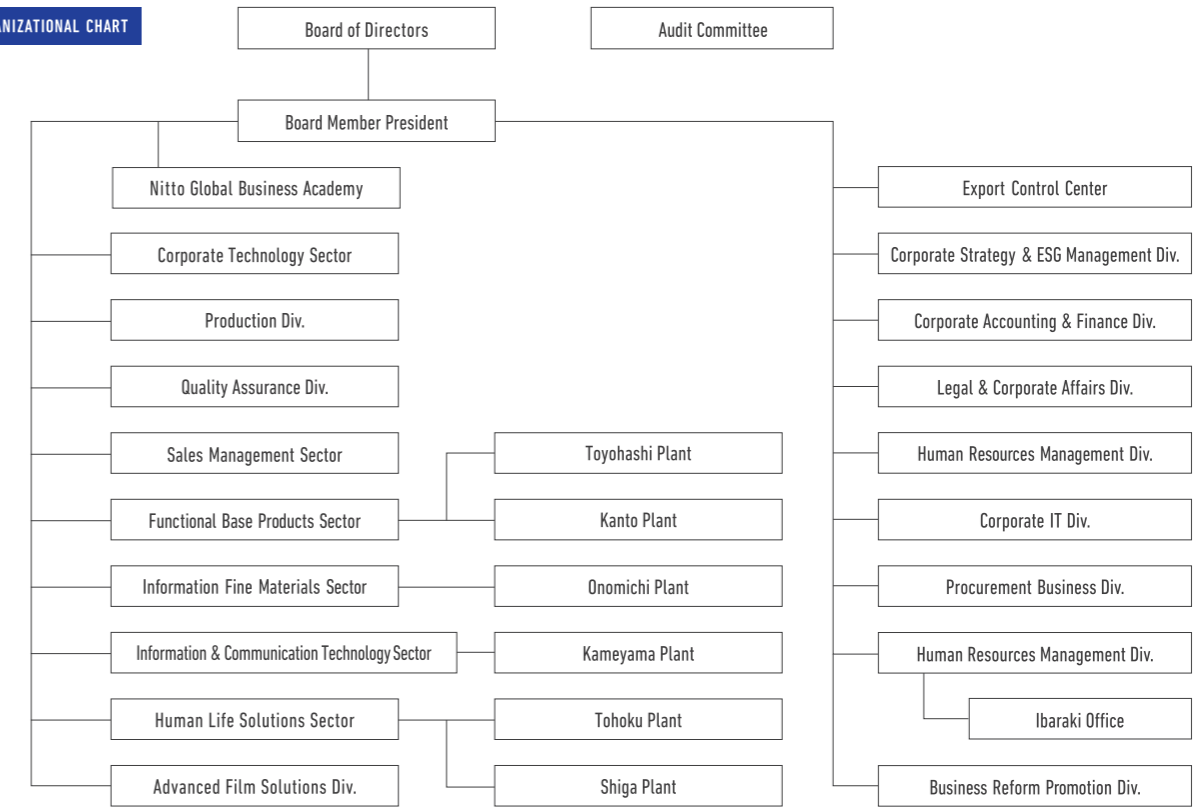
\* Tamio FUKUDA, WONG Lai Yong, Michitaka SAWADA, Yasuhiro YAMADA and Mariko ETO are outside directors as stipulated in Item 15, Article 2 of the Companies Act of Japan.

\* Masashi TERANISHI, Mitsuhide SHIRAKI and Yasuko KOBASHIKAWA are outside auditors as stipulated in Item 16, Article 2 of the Companies Act of Japan.

## CONSOLIDATED PERFORMANCE



## ORGANIZATIONAL CHART



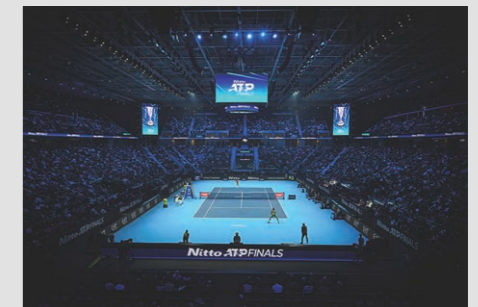
As of March 31, 2024

## TOPICS

### Nitto is the Title Partner of the ATP Finals

Nitto is proud to be the Title Partner of the Nitto ATP Finals, the season ending finale of the ATP Tour, since 2017.

We have extended our partnership with the ATP until 2025, and in addition, became a year-round Gold Partner of the ATP Tour and its Official Athletic Tape partner. Nitto will continue to inspire the world and create new value as a global company through its partnership activities.



©Corinne Dubreuil/ATP Tour

# Global Network

Nitto employees in each site work together to contribute to create value for customers.



**17**  
companies  
The Americas



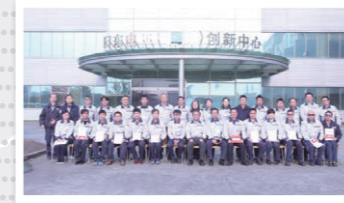
**16**  
companies  
Europe



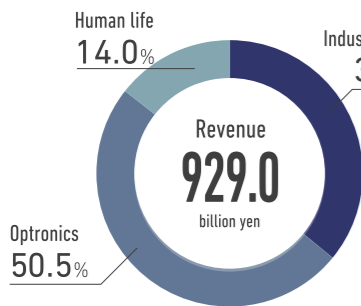
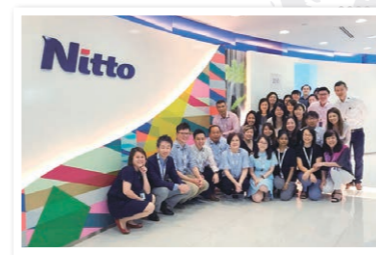
**28**  
companies  
East Asia



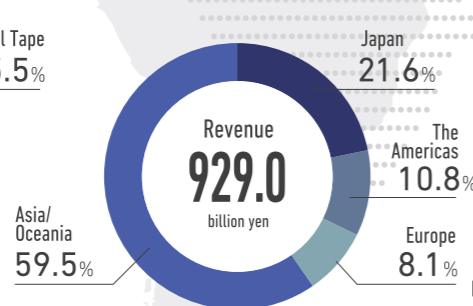
**17**  
companies  
Japan



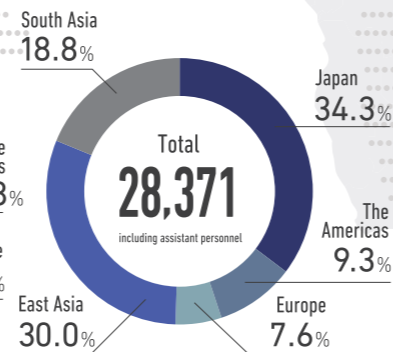
**19**  
companies  
South Asia



Segment Revenue



Regional Breakdown of Revenue



Regional Breakdown of Employees



Nitto Group details  
[https://www.nitto.com/jp/en/about\\_us/corporate/group/](https://www.nitto.com/jp/en/about_us/corporate/group/)

\*This corporate profile was printed by Nitto Denko Himawari, a member of the Nitto Group.

## The Americas

Nitto, Inc.  
Nitto Denko Avecia Inc.  
Hydranautics  
Kinovate Life Sciences, Inc.  
Nitto Avecia Pharma Services Inc.  
Nitto BioPharma, Inc.  
Nitto Denko Technical Corporation  
Nitto Innovations, Inc.  
Nitto Bend Technologies, Inc.  
Nitto Advanced Components Jackson LLC  
Nitto Denko de Mexico, S.de R.L. de C.V.  
Nitto Denko América Latina LTDA.  
and others

## Europe

Nitto EMEA NV  
Nitto Belgium NV  
Nitto Bento Bantçılık San. ve Tic. A.Ş.  
Nitto Otomotiv San. ve Tic. Ltd. Sti.  
Nitto Denko UK Ltd.  
Nissho Hungary Precision KFT.  
Nitto Denko Czech s.r.o.  
Nitto Deutschland GmbH  
Nitto France s.a.r.l.  
Nitto Scandinavia AB  
Nitto Italia s.r.l.  
Nitto Polska Sp. z o.o.  
Nitto Rus LLC  
Nitto Advanced Film Gronau GmbH  
Nitto Advanced Nonwoven Ascania GmbH  
and others

## Japan

Nitto Denko Corporation  
Nitoms, Inc.  
Nitto Denko CS System Corporation  
Nissho Corporation  
Matex Kakoh Corporation  
Nitto Shinko Co., Ltd.  
Nitto L Materials Corporation  
Nitto Seiki Co., Ltd.  
Saitama Nitto Denko Corporation  
Nitto Denko Medical MFG. Co., Ltd.  
Nitto Business Expert Corporation  
Nitto Denko Himawari Corporation  
Nitto Himawari Ibaraki Corporation  
Nitto Himawari Onomichi Corporation  
Nitto Himawari Kameyama Corporation  
Nitto LOGI-COM Corporation  
Nitto Analytical Techno-Center Co., Ltd.

## East Asia

Nitto Denko (China) Investment Co., Ltd.  
Nissho (Dalian F.T.Z.) International Trading Co., Ltd.  
Suzhou Nitto Matex Electronics Co., Ltd.  
Nitto Denko (Shanghai Songjiang) Co., Ltd.  
Shanghai Nitto Optical Co., Ltd.  
Nitto (China) New Materials Co., Ltd.  
Nitto Shinko (Suzhou) Co., Ltd.  
Nitto Advanced Components Taicang Co., Ltd.  
Nissho Precision (Dongguan) Co., Ltd.  
Nitto Matex (Shenzhen) Co., Ltd.  
Nitto Denko (Foshan) Co., Ltd.  
Shenzhen Nitto Optical Co., Ltd.  
Nitto Denko (HK) Co., Ltd.  
Nissho (Hong Kong) Limited.  
Nitto Denko Fine Circuit Technology (Shenzhen) Co., Ltd.  
NITTO Material Technology (Chengdu) CO., LTD.  
Nitto Denko (Taiwan) Corporation  
Taiwan Nitto Optical Co., Ltd.  
Taiwan Nitto Corporation  
Korea Nitto Optical Co., Ltd.  
Korea Nitto Denko Co., Ltd.  
Nitto Denko Nitoms Korea Co., Ltd.  
and others

## South Asia

Nitto Denko (Singapore) Pte. Ltd.  
Nissho (Singapore) Pte. Ltd.  
Nitto Denko Asia Technical Centre Pte. Ltd.  
Nissho Precision (Thailand) Co., Ltd.  
Nitto Matex (Thailand) Co., Ltd.  
Nitto Denko Material (Thailand) Co., Ltd.  
Nitto Denko Materials (Malaysia) Sdn. Bhd.  
Nissho Precision (Malaysia) Sdn. Bhd.  
Nitto Denko Tape Materials (Vietnam) Co., Ltd.  
Nissho Precision Vietnam Co., Ltd.  
Nitto Vietnam Co., Ltd.  
Nitto Denko Vietnam Co., Ltd.  
Nitto Denko Philippines Corporation  
Nissho Precision Philippines Incorporated  
Nitto Denko (Australia) Pty. Ltd.  
PT. Nitto Materials Indonesia  
Nitto Denko India Private Limited  
Nitto Reinsurance Micronesia Co., Ltd.  
and others


Nitto Group 97 companies  
As of March 31, 2024

\* The ratio of segment revenue does not include Corporate/Elimination.



# Nitto Denko Corporation

Tower A, Grand Front Osaka 4-20, Ofuka-cho, Kita-ku, Osaka, 530-0011, Japan  
<https://www.nitto.com/jp/en/>

nitto 

CATALOG CODE : 00999 Issued in March 2024



1908 F 10 (I) (D)  
2109 R 2 (NH)  
2403 R 2