

# **Initiatives to Enhance Medium- to Long-Term Corporate Value and ESG Initiatives to Support Sustainable Growth**

December 21, 2022  
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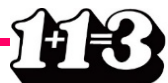
# Corporate Philosophy and Business Identity

**NIPPO LTD. will continue to provide “unique value” as a “technical innovator” supporting our customers’ manufacturing in our endeavor to enhance mid- to long-term corporate value and develop a sustainable society.**

Since the company's founding in 1952, NIPPO LTD. has supported our customers’ manufacturing both as a trading company specializing in the field of high-performance production materials and as a manufacturer of precision-molded plastic components.

"Technical innovator" describes the business style of our company—“thinking of, selecting, and creating unique value” supported by our technical capabilities and value chain, with the employees who embody this style being one of our company's greatest strengths.

We constantly strive to enhance our medium- to long-term corporate value and bring about a sustainable society, continuously helping sustain convenient and prosperous lifestyles by “creating unique value” through new challenges in the development of our customer's manufacturing and technology.



## More Than the Sum

As our corporate statement, this expresses the aim to support and contribute to our customers' manufacturing goals by creating added value ("1+1=3 More Than the Sum")—that is, by providing "unique value"—based not simply on addition, but on our unique competitive advantage based on our "thinking of, selecting, and creating unique value" approach to develop products and services.

### Management Philosophy

We are committed to promoting both prosperity for our company and happiness for our staff and associates by creating new value, so as to repay society for its blessings.

### Management Policy

As a company creating unique value, we will continue to support the world-leading manufacturing of our customers and view our employees as a source of strength for our company, and will make it our goal to be a global company with roots in each of our local communities.

### Code of Conduct

We strive to ground actions in the six core concepts that are required in providing unique value: "Customer Creed"; "Basic Consciousness"; "Fairness"; "Taking on Challenges"; "Speed"; and "Communication."

# Business Segment

Manufacturing

Trading

## Mobility

Power Train Components  
Electronic Control System Components

- Molded Resin Products, Insert Components
- Coil Parts and Assembly
- Processing Metal Components

Customized Manufacturing Equipment  
(Automated Machinery, Inspection Machines, etc.)



## Medical and Precision Devices

Disposable Medical Device Products  
High-Performance Medical Devices

Printer Parts  
Digital Imaging Components



## Electronics

### 【Electronic Components】

Functional Materials

- Thin Film Materials
- Packaging Materials

Wiring Board Materials

High Performance Epoxy Adhesives

Functional Processed Components, Jigs and Tools, Equipment

RFID Products, IC Cards, IC Tags

### 【Housing Fixtures and Equipment】

Residential Piping Materials

Water Heater and Piping Materials

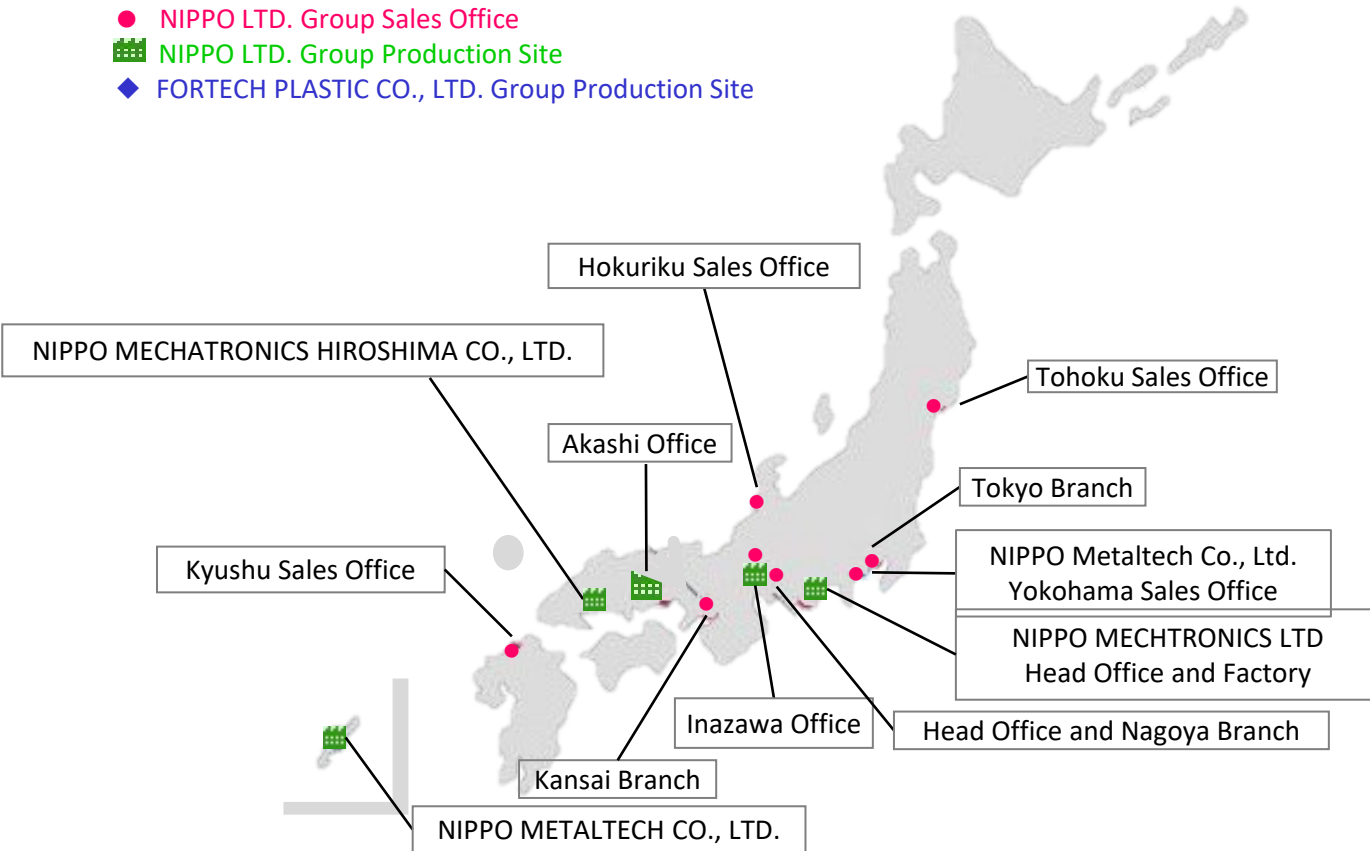
Materials for Household Fuel Cells



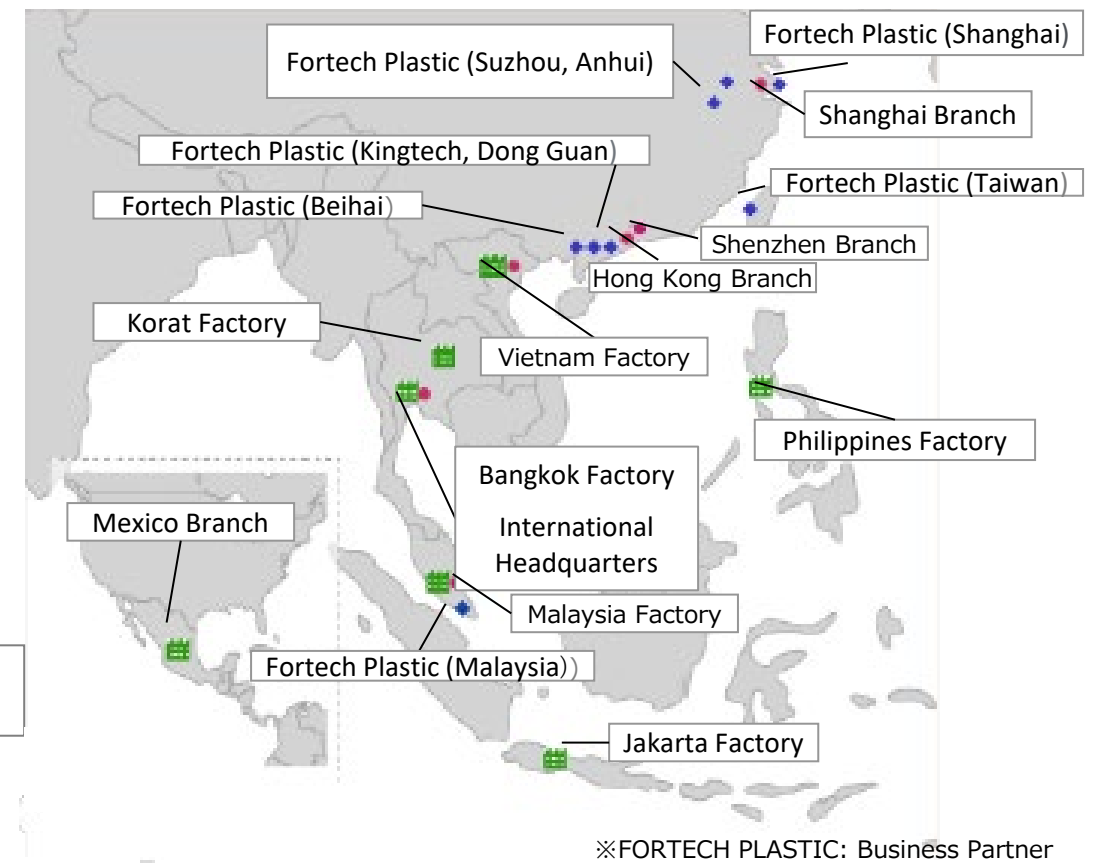
# Global Network

Working as our customers' business partner in developing a global business rooted in Japanese and overseas regions

- NIPPO LTD. Group Sales Office
- NIPPO LTD. Group Production Site
- ◆ FORTECH PLASTIC CO., LTD. Group Production Site



- 8 sales offices and 5 production sites



- 7 sales offices and 6 production sites in ASEAN, Greater China, and Mexico \*Fuyu Giken (business partner): 8 sites

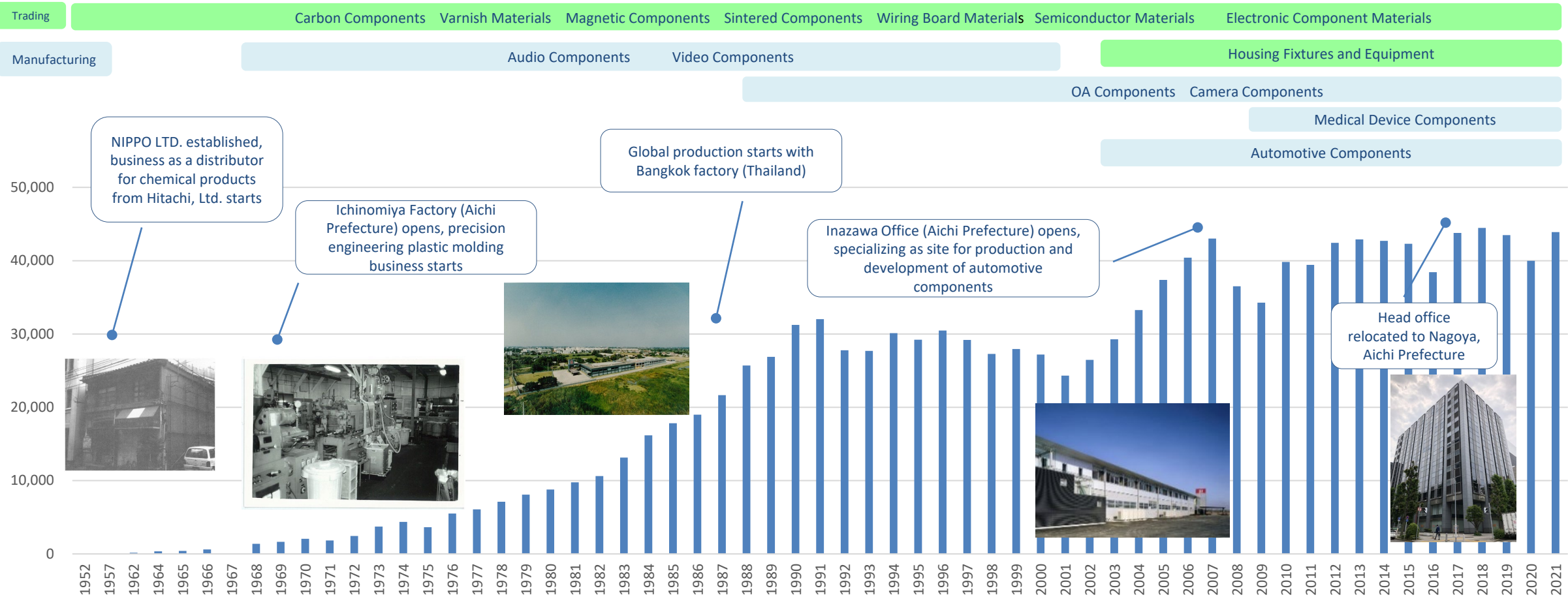
## **SECTION 1: Initiatives to Enhance Medium- to Long-Term Corporate Value**

# History of Value Creation

The NIPPO Group was established in 1952 based on the Sales Division of Toho Carbon Manufacturing, an authorized dealer for Hitachi, Ltd. manufacturing and selling carbon blocks. Since then, we have supported our customers' manufacturing as a "unique, value-creating company" fulfilling the dual functions of trading and manufacturing.

Changing Business Trends

History and Sales Trends



## 1952- Founding

- NIPPO LTD. established (Osaka City, Osaka Prefecture)

## 1960- Development

- 1963 Start of agency business
- 1969 Formulation of Management Philosophy
- 1968 Start of engineering plastic precision molding business

## 1987- Expansion

- 1987- Start of global production
- 1969- Promotion of products designed in-house
- 1991 IPO on Tokyo Stock Exchange

## 2001- Renewal

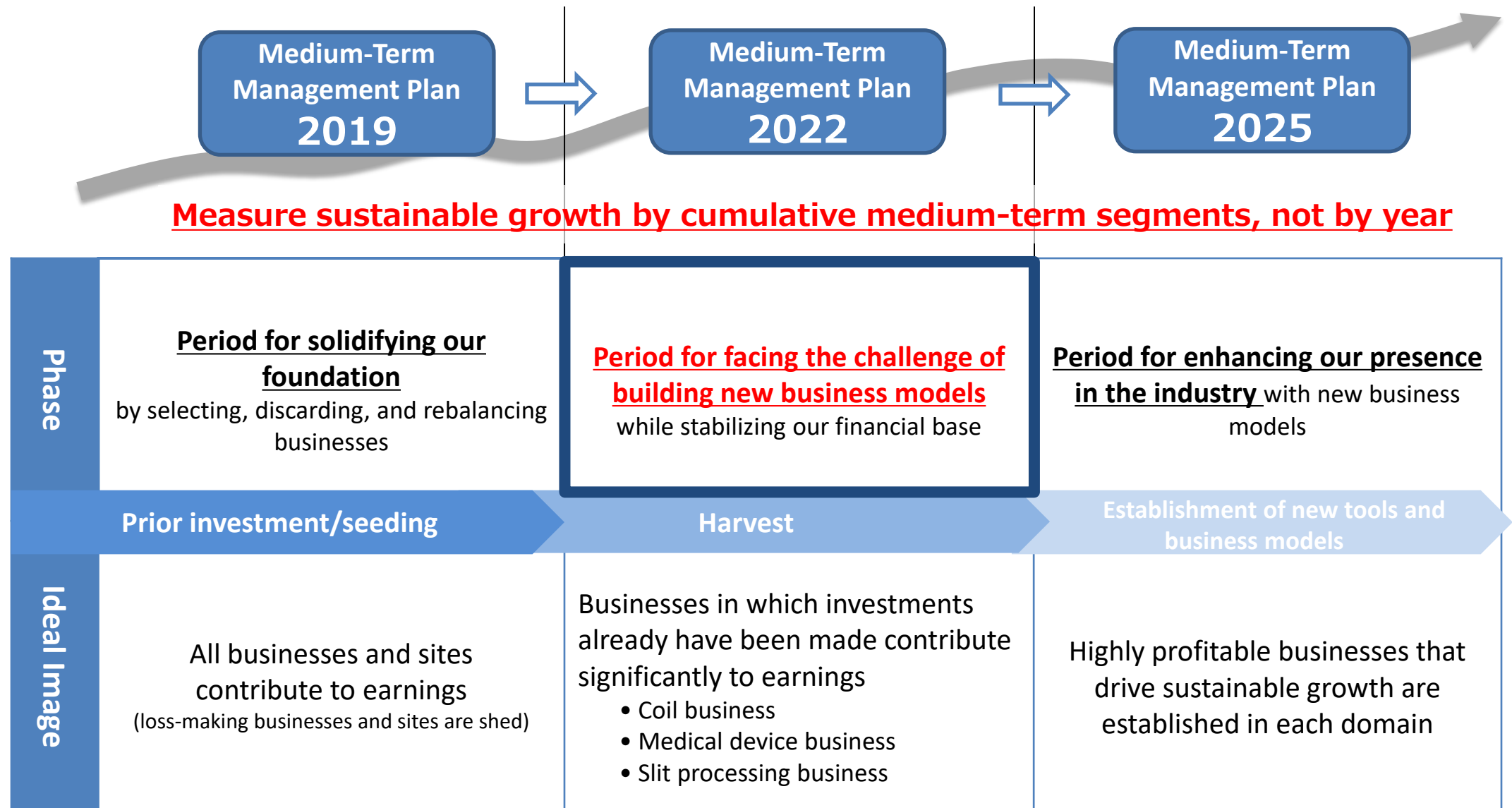
- 2001 Revision of Management Philosophy
- 2001 Introduction of corporate headquarters system as one measure to strengthen marketing system
- 2006 Opening of Inazawa Office in Inazawa City, Aichi Prefecture
- 2011 Start of medical equipment manufacturing in Korat (Thailand)

## 2016- Change

- 2016 Formulation of Management Strategy based on long-term vision and medium-term management plan
- 2018 Headquarters relocated to Nagoya City, Aichi Prefecture
- 2020 Multiple listings on Nagoya Stock Exchange

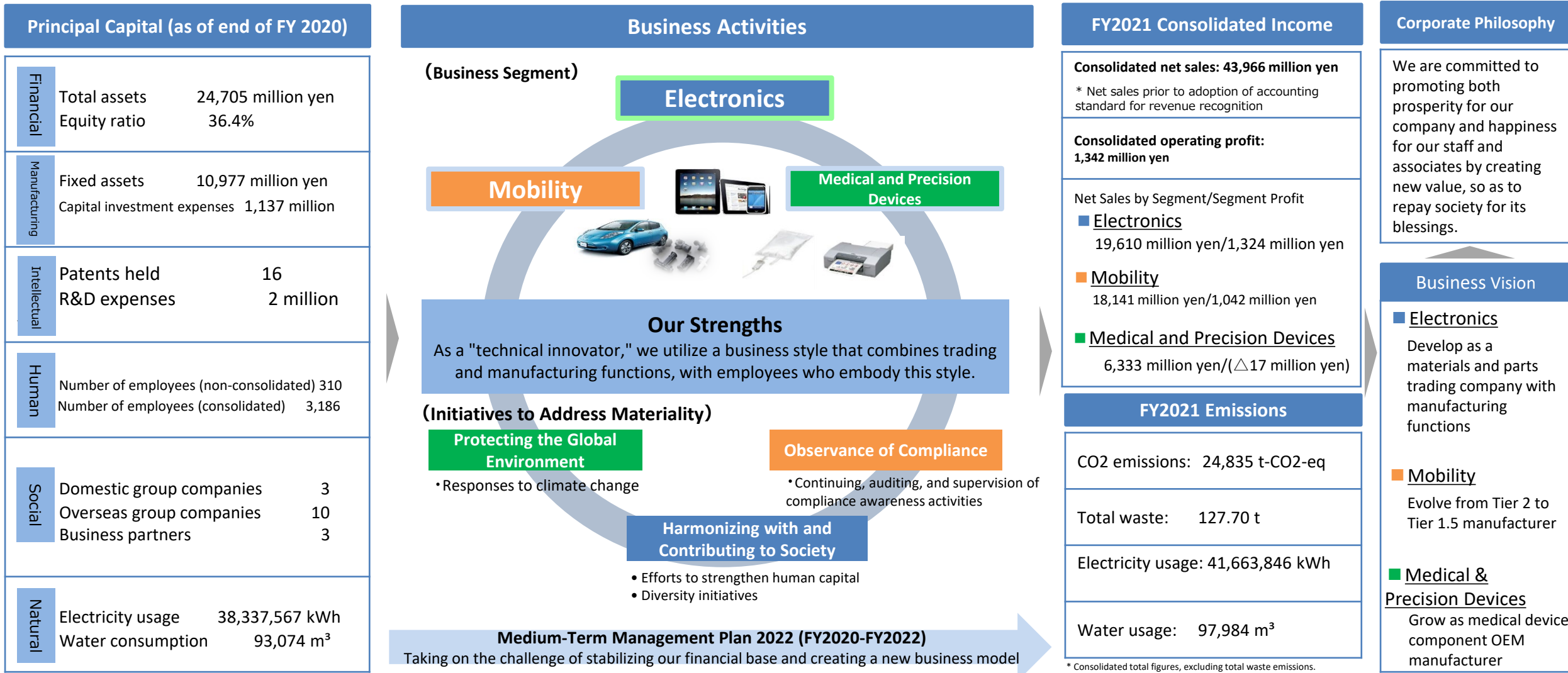
Note: Trends in net sales prior to adoption of accounting standard for revenue recognition.

# Establishment Phase and Desired Status of Medium-Term Management Plan 2019-2025



# Value Creation Process

The NIPPO Group conducts business in three core business segments: Electronics; Mobility; and Medical and Precision Devices. As a "technical innovator" supporting our customers' manufacturing efforts, we apply six types of capital and two functions (trading and manufacturing), and through our approach of "thinking, selecting, and creating," we continue to provide "unique value"—something more than the sum of its parts—and contribute to enhance medium- to long-term corporate value and in achieving a sustainable society.





# Business Portfolio

## ■ Basic Policy Regarding Our Business Portfolio

1. With our focus on the three business segments of Electronics, Mobility, and Medical and Precision Devices, we take on the challenge of creating a competitive advantage in these domains while aiming to expand our business with the creation of a new, fourth segment including niche domains.
2. In each business segment, we will strategically invest management resources to businesses exhibiting high potential for growth and profitability and promote the shift of resources to these domains. Simultaneously, we plan to downsize or withdraw from businesses in each segment that does not contribute directly or indirectly to the growth of operating income (amount) or that is deemed unlikely to make a commensurate contribution over time.
3. To identify management indicators considering the cost of capital and to ensure the linkage between these management indicators and our business activities (operations), we set operating income (amount) growth targets for each business segment, with the Board of Directors supervising efforts to achieve medium- to long-term improvement in corporate value and regular reviews of our business portfolio.

## ■ Trends in ROE in the Medium-Term Management Plan 2022

## ■ "Medium-Term Management Plan 2025" Approach

### Medium-Term Management Plan 2022

#### <Trends in ROE>

FY2020

FY2021

FY2022

0.1%

10.7%

9.0% or higher  
(forecast)

3-year average: 6.6% (forecast)

### Medium-Term Management Plan 2025

\* We will announce the specific figures of our cost of shareholders' equity and standards for downsizing and withdrawal with the release of the "Midterm Management Plan 2025" scheduled for mid-May next year.

Management Index

- **3-year average of ROE > Cost of shareholders' equity**  
Aim is not short-term gain, but medium- to long-term ROE exceeding shareholder cost of equity (for a positive equity spread)

\*ROE = Net Income/Shareholders' Equity x 100

Action Policies

Shift resources to businesses with high growth potential and profitability

Execute strategic investments that contribute to sustainable corporate growth and enhance corporate value

Continue D/E ratio management with an emphasis on financial stability

# Business Portfolio (Business Domains for Investment of Management Resources)

	Main Businesses	New Businesses	Strengthening Functions
<b>Electronics</b>	 Semiconductor materials  Wiring board materials	 Hydrogen energy components  Power device components	<b>Strengthening manufacturer functions</b> <ul style="list-style-type: none"> <li>• Film slit processing</li> <li>• High performance adhesives</li> <li>• Wafer polishing carriers</li> <li>• In-house planned products</li> </ul>
<b>Mobility</b>	 Electronic control components  Coil components	 Sensor components  Automation equipment	<b>Enhancing cost competitiveness</b> <ul style="list-style-type: none"> <li>• Mass production</li> <li>• Promoting automation in inspections</li> </ul>
<b>Medical &amp; Precision Devices</b>	 Disposable products for medical devices	 Medical robots components	<b>Strengthening cost competitiveness</b> <ul style="list-style-type: none"> <li>• Mass production</li> <li>• Promoting automation in inspections</li> </ul>

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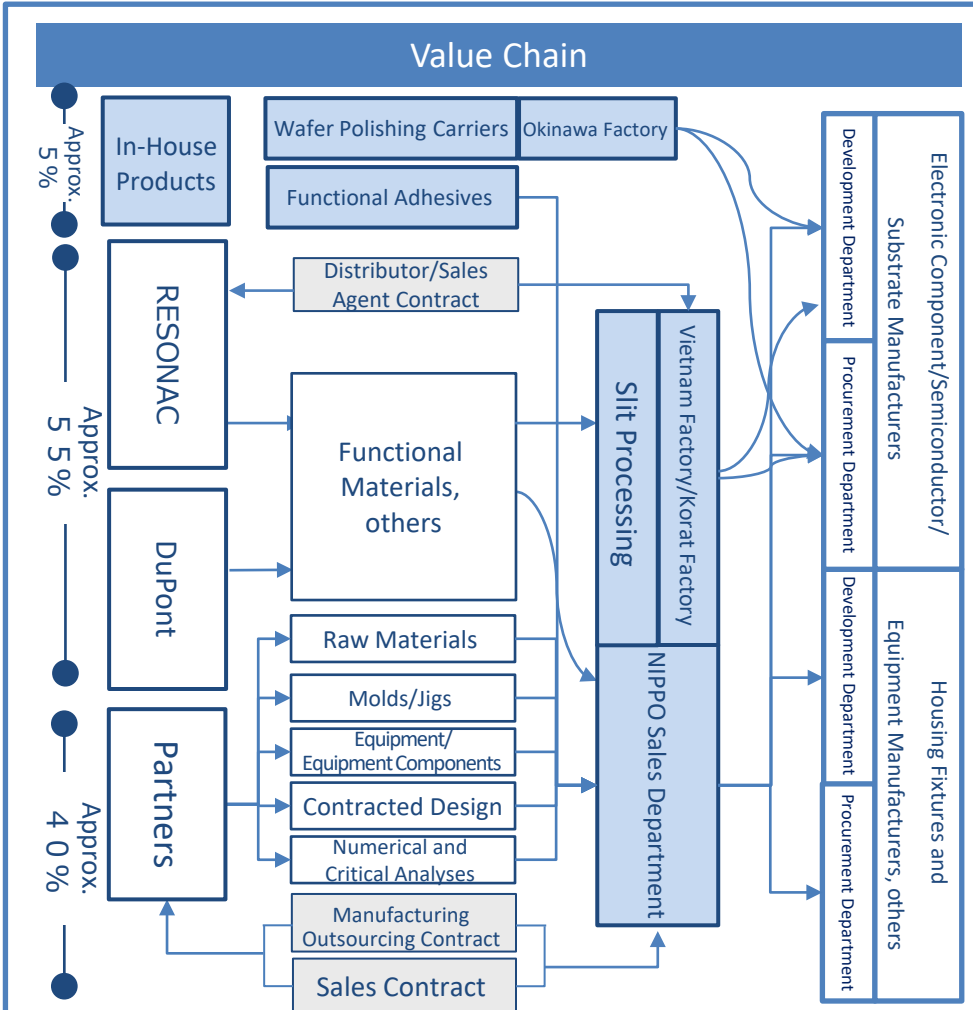
Create new business segments

Downsize or withdraw from businesses in each business segment that do not contribute directly or indirectly to the growth of operating income (amount) and that cannot be expected to contribute as time passes.

# Business Strategy and Business Model (Electronics)

## Sources of Competitive Advantage

- Problem-solving technical business style conducted in collaboration with partner companies
- Superior quality assurance system equivalent to that of a manufacturer, despite being a trading company
- Offering high value-added products that combine trading company and manufacturer functions



## Risks

- Changes in supply chains due to reorganization of suppliers/customers' business
- Increased procurement costs due to sharp increases in material prices
- Accelerating cost competition for general-purpose materials

## Opportunities

- Increasing need for functional materials due to the evolution of next-generation communications technologies
- Greater demand for polishing carriers due to the increasing precision of semiconductor wafers
- Increased demand for hydrogen fuel-related components due to the progress of carbon neutrality
- Return of domestic production activity due to fluctuations in exchange rates and developing geopolitical risks

## Efforts to Create a Sustainable Competitive Advantage

	Category	Measures	
Increase in Added Value	Shift to High Value-added Products	Electronics and semiconductor materials	Match products that can solve customer issues
		Wiring Board Materials	Shift to high-end wiring board products with high added value
		Hydrogen Energy Products	Increase for unit product orders through partner collaboration
Strengthening Manufacturer Functions	Wafer Polishing Carriers	Increase profitability by improving productivity and expanding sales channels through cooperation with partners	
	Film Slit Processing Products	Expand business by expanding the clean room floor space at the Vietnam factory and constructing a new clean room at the Korat factory	
	Functional Adhesives	Boost development of original high-performance adhesives	

Develop as a materials and components trading company with manufacturing functions

# Business Strategy and Business Model (Mobility)

## Sources of Competitive Advantage

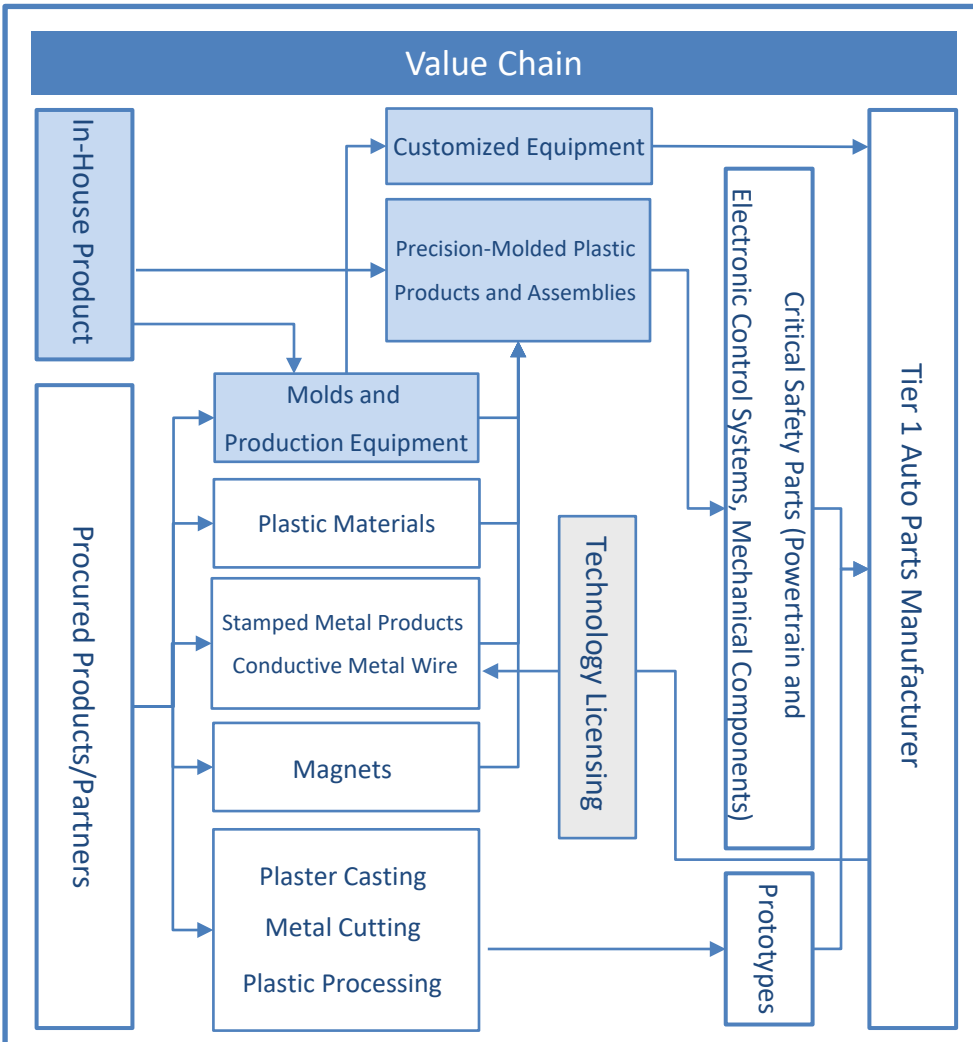
- Mass production technology for coil (wound wire) parts
- Quality control technology for critical safety parts
- Equipment technology supporting high-quality and efficient mass production activities

## Risks

- Shift to electric (EVs) (surpassing expected speeds)
- Disruption of supply chains due to disasters and countries' risks
- Reduced production by automobile and auto parts manufacturers due to prolonged semiconductor shortages
- Compensation for recalls due to defective parts
- Sharp increases in transportation and personnel expenses

## Opportunities

- Increased demand for electronic control system parts (ECUs, PCUs, motors, etc.)
- Progress in electrification leading to increased demand for new materials satisfying requirements for electrical properties and reduced weight
- Advances in automated driving resulting in increased demand for new materials used to ensure safety



## Efforts to Create a Sustainable Competitive Advantage

Category	Measures
Strengthening Differentiated Technologies	Coil Parts, Thin-Wall Molding <ul style="list-style-type: none"> <li>• Unitization of products combining thin-wall molding technologies, winding technologies, independently procured products, etc.</li> <li>• Acquire techniques for evaluating electrical characteristics and reliability</li> </ul>
	<ul style="list-style-type: none"> <li>• Shift to molded insert products, Teflon coatings, and other high value-added products</li> <li>• Acquire techniques for evaluating bonding of plastics with dissimilar materials</li> </ul>
Incorporate New Products	<ul style="list-style-type: none"> <li>• New product development combining technologies possessed by NIPPO and partners</li> </ul> Target: Autonomous driving-related parts, units, etc.
Enhance Cost Competitiveness	<ul style="list-style-type: none"> <li>• Promote automation by incorporating equipment independently manufactured by NIPPO (produced in-house) and sales of equipment produced in-house</li> </ul>
Reinforce Responses for BCP	<ul style="list-style-type: none"> <li>• Promote production in optimal locations, optimize locations for logistics sites and warehouses</li> </ul>

Evolve from Tier 2 to Tier 1.5 manufacturer

# Business Strategy and Business Model (Medical and Precision Devices)

**Sources of Competitive Advantage**

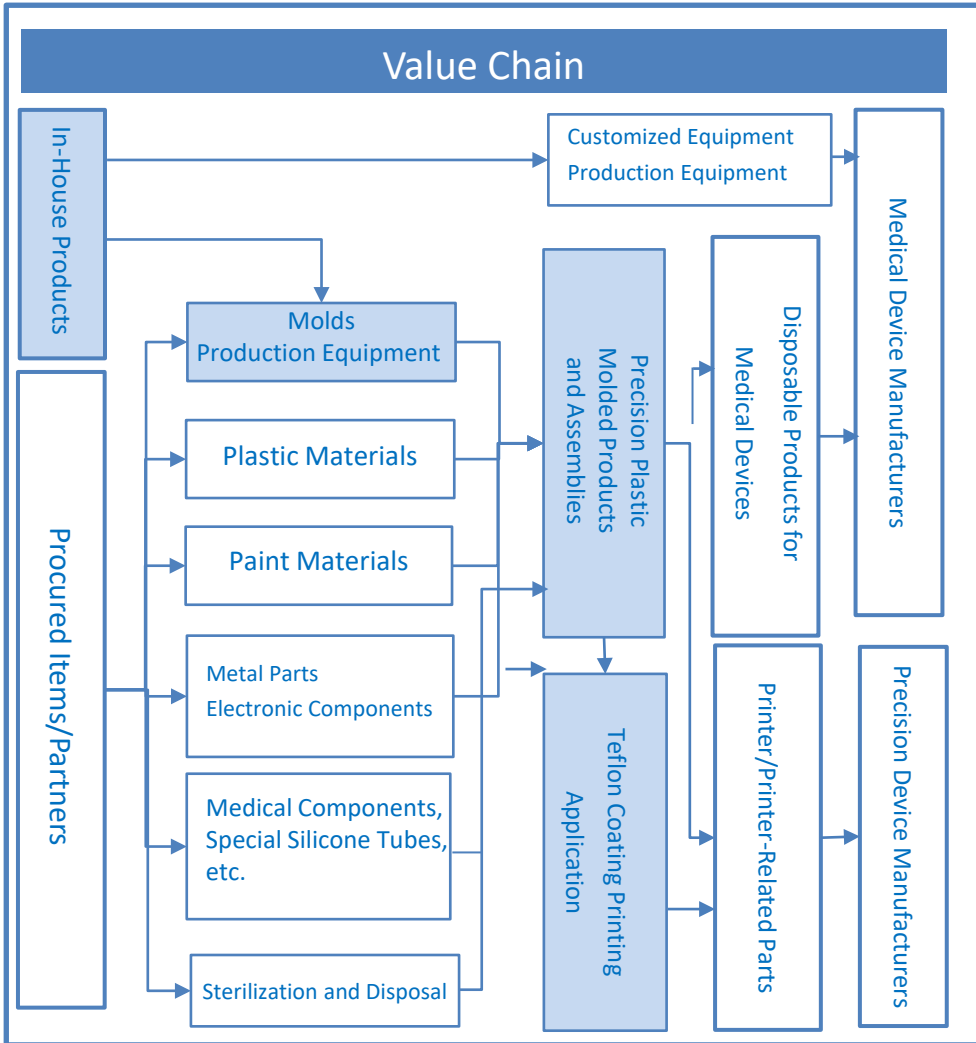
- Environment, technology, and licensing for specially controlled medical devices
- ISO 13485-conformant quality control technology

**Risks**

- (Common to Both) Change in supply chain due to partners restructuring their businesses
- (Precision Devices) Decrease in printer demand due to increasingly paperless work
- (Medical Devices) Recall payouts due to defective components and other factors

**Opportunities**

- Increased demand for medical robots due to labor shortages at medical institutions
- Increased demand for telemedicine, including online medical examinations and remote device operation due to labor shortages at medical institutions, prevention of nosocomial infections, and other developments
- Increased demand for high-quality, high-precision components due to an increase in medical lawsuits



Efforts to Create a Sustainable Competitive Advantage	
Category	Measures
Strengthening Differentiated Technologies	• Enhance assembly, adhesion technology, surface treatment technology, and validation skills
	• Acquire knowledge on specialized material processing for medical device components
Enhance cost competitiveness	• Promote automation with in-house equipment and create production lines capable of handling integrated production, from component units to finished products
Expand subcontracted manufacturing of medical device components	<ul style="list-style-type: none"> <li>• Scale up contract manufacturing by building a production system for medical device components in Japan</li> <li>• Scale up contract manufacturing by strengthening overseas (ASEAN) production system</li> </ul>
Reinforce the Equipment Business	• Lateral development (sales) of devices produced in-house utilizing equipment technology developed with automotive parts

**Develop as an OEM manufacturer of medical equipment components**

## **SECTION 2: ESG Initiatives Supporting Sustainable Growth**

# Sustainability Policy

The NIPPO Group's management philosophy expresses our mission to promote both prosperity for our company and happiness for our staff and associates by creating new value so as to repay society for its blessings.

We have established the following policies as sustainability policies based on our "Compliance Declaration and Code of Conduct," which we are bound to follow as a good corporate citizen, and commit ourselves through our business activities to enhancing our medium- to long-term corporate value and bringing about a sustainable society in accordance with the SDGs.

## Social Policies

- We understand and respect the basic human rights guaranteed by Japan's Constitution and the laws and regulations of each individual country, as well as the basic human rights stipulated in international guidelines.
- We respect every country's and region's culture and customs, and we strive to harmonize with and contribute to our local communities in cooperation with our diverse stakeholders.

## Environmental Policies

- We promote business activities that help protect the global environment and continuously work to improve such activities.
- We are proactive in dealing with the risks of climate change and strive to reduce CO2 emissions in the process of manufacturing and selling our products and materials

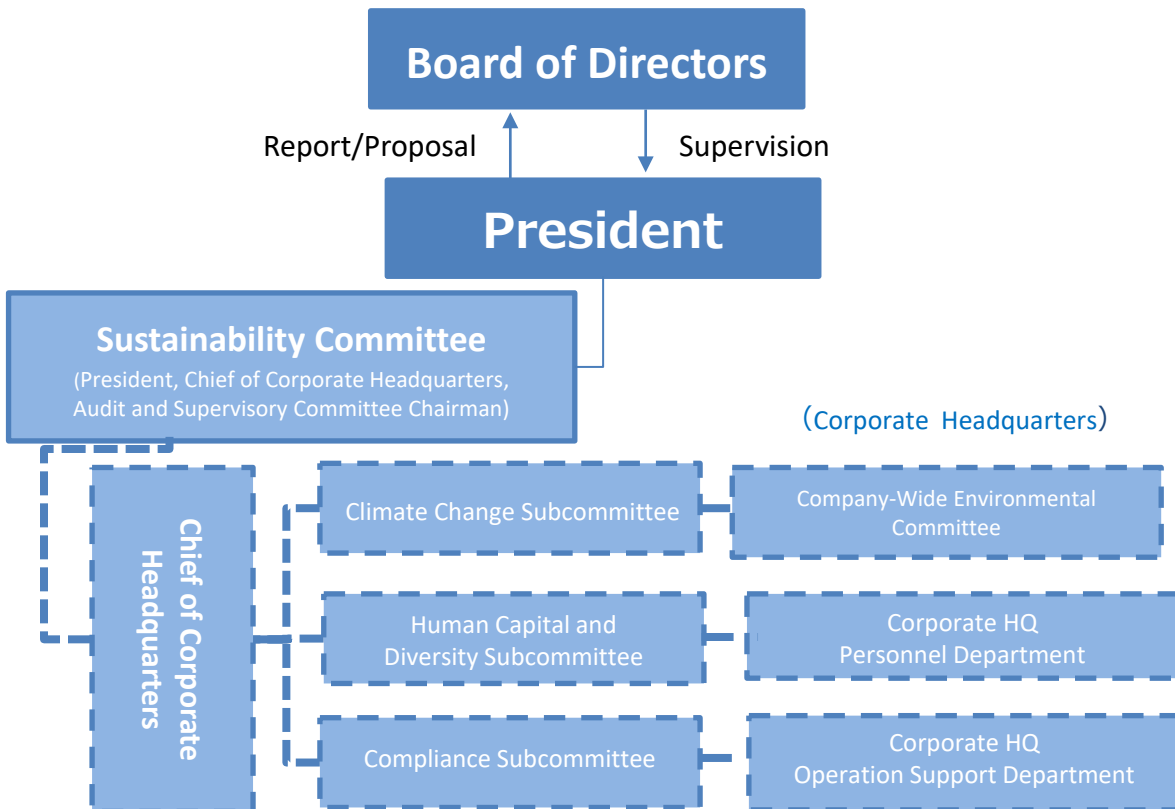
## Stakeholder Policies

Customers	With our new challenge of "creating and providing unique value," we support our customers' manufacturing businesses, and contribute to technological development and fuller, more convenient lifestyles around the world.
Suppliers	We strive to build relationships as a trusted business partner based on the spirit of fairness and the philosophy of mutual prosperity through free and equitable business dealings.
Employees	We adhere to the principle of mutual respect for one another's values and thinking, regardless of nationality, race, gender, age, religion, and other differences. We are committed to creating a workplace environment where employees can work with peace of mind as they take on challenges together, supporting our employees in their aim to build more enriching lives.
Shareholders/ Investors	We disclose information to our shareholders and investors in a timely and appropriate manner and emphasize constructive dialogue aimed at enhancing medium- to long-term corporate value.
Local Community	As a good corporate citizen with roots in the community, we actively engage in programs that contribute to society.

# Sustainability System

Based on our Sustainability Policy, the NIPPO Group has established the Sustainability Committee, which is chaired by the president, as a framework for promoting initiatives to improve medium- to long-term corporate value and create a sustainable society. To promote sustainability, we plan to identify and review materiality as well as review efforts to address identified materiality. Subcommittees will promote specific initiatives to maintain and improve each identified materiality, with the results of the activities being reported to the Sustainability Committee every six months. In addition, the Board of Directors will supervise the activities of this committee and subcommittees via the annual management review.

## Sustainability System Chart



## Roles of Each Institution (Organization)

	Roles
Board of Directors	<ul style="list-style-type: none"> <li>• Determine basic policies for sustainability-related initiatives</li> <li>• Supervise sustainability-related management issues</li> </ul>
President	<ul style="list-style-type: none"> <li>• Chief executive responsible for dealing with sustainability-related management issues</li> <li>• Report and provide recommendations to the Board of Directors regarding sustainability-related management issues</li> <li>• Develop Sustainability Committee activities with advice from the Board of Directors</li> </ul>
Sustainability Committee	<ul style="list-style-type: none"> <li>• Identify and review materiality</li> <li>• Review subcommittee's initiatives for each identified materiality</li> <li>• Resolve other sustainability-related problems and issues</li> </ul>
Subcommittees	<ul style="list-style-type: none"> <li>• Promote specific initiatives to maintain and improve identified materiality</li> <li>• Report to the Sustainability Committee on the results of activities</li> </ul> <p>*In order to link the sustainability promotion system and the Group's risk management system, we have decided to have the individual in charge of each subcommittee concurrently serve as Chief of Corporate Headquarters.</p>

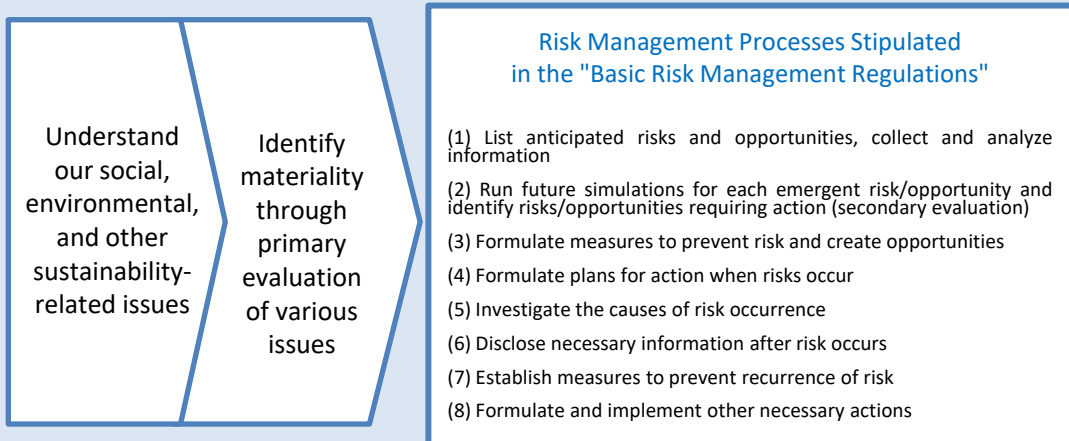


# Materiality Identification and Review Process and Risk Management System

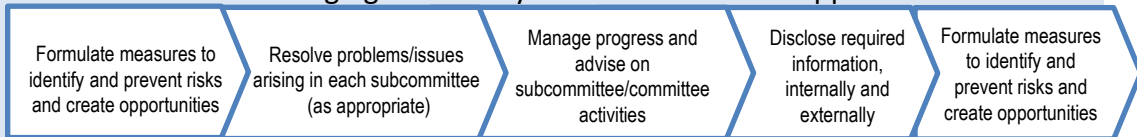
The Sustainability Committee is tasked with providing the NIPPO Group with an understanding of the company's social and environmental problems and other sustainability-related issues, identifying materiality following a primary evaluation of the impacts these issues have on NIPPO's stakeholders, on society, and on the company's management and business. A secondary evaluation of materiality that have been identified involves elucidating the risks and opportunities for each one and determining the specific efforts necessary to maintain and improve them. The aim is to create an efficient and effective management system by integrating each process for identifying, reviewing, maintaining and improving materiality with the Risk Management System, based on the Basic Risk Management Regulations separately established by the Group.

## Materiality Identification and Review Processes

- Processes for distinguishing, identifying, and evaluate materiality and their risks and opportunities



- Processes for Managing Materiality and Their Risks and Opportunities



Be constantly aware of link between the "long-term vision" and "medium-term management plan," proceed through the PDCA cycle

## Integration with Risk Management System

Risk Management System Stipulated in the "Basic Risk Management Rules"		Sustainability System	
Risk Category	Chief of Risk Management Headquarters	Subcommittee	Chief Executive Responsible for Implementation
<ul style="list-style-type: none"> <li>• Risks related to climate change</li> <li>• Risks related to labor issues (human capital, diversity, etc.)</li> <li>• Risks related to compliance</li> <li>• Risks related to disasters and accidents</li> <li>• Risks related to information security</li> <li>• Risks related of trade, other risks</li> </ul>	Chief of Corporate Headquarters	<ul style="list-style-type: none"> <li>• Climate Change Subcommittee</li> <li>• Human Capital and Diversity Subcommittee</li> <li>• Compliance Subcommittee</li> </ul>	Chief of Corporate Headquarters
<ul style="list-style-type: none"> <li>• Risks related to technology and patents</li> <li>• Risks related to sales transactions</li> <li>• Risks related to purchasing transactions</li> <li>• Risks related to distribution</li> <li>• Other risks related to transactions</li> </ul>	Chief of Business Headquarters	—	—

\* The aim is to create an efficient and effective management system by integrating the framework for materiality initiatives carried out by subcommittees under the Sustainability Committee with the risk management system stipulated in the Basic Risk Management Regulations.

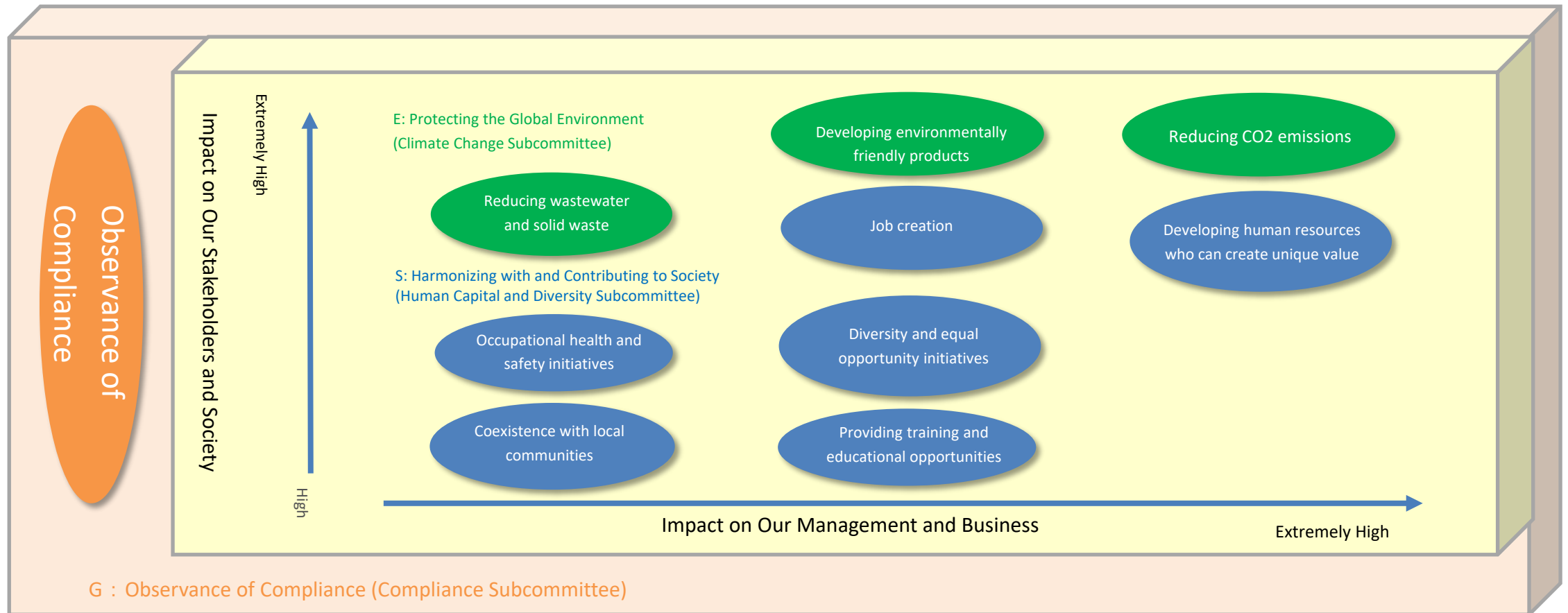
\* Please refer to "Risk Management System" under "Basic Risk Management Regulations" on Page 27.

# Evaluation and Identification of Materiality

The NIPPO Group recognizes that compliance is the most important undertaking for a company seen as a public institution. In addressing this, we identify the social and environmental problems and other sustainability-related issues (materiality) that affect the company and incorporate this materiality in our business strategy so as to enhance our medium- to long-term corporate value and successfully achieve a sustainable society through the creation of unique value.











## Materiality Identified by the Company and Subcommittees Responding

E: Environmental Issues S: Social Issues G: Governance Issues



# Specific Initiatives to Identify Materiality

The NIPPO Group identifies risks and opportunities related to the identified materiality and promotes initiatives in line with the countermeasures formulated for each, and we strive to improving medium- to long-term corporate value and achieving a sustainable society.

	Materiality	Risk and Opportunity		NIPPO Initiatives	Related SDGs
<b>E</b> Environment	<b>Protecting the Global Environment</b> <ul style="list-style-type: none"> <li>Reducing CO2 emissions</li> <li>Developing environmentally friendly products</li> <li>Reducing wastewater and solid waste</li> </ul>	<b>Risks</b> <ul style="list-style-type: none"> <li>Decline in business performance and financial conditions due to increases in abnormal weather and natural disasters Examples: Supply chain disruptions Impacted property values</li> <li>Increased costs associated with reducing CO2 and other forms of decarbonization</li> <li>Transactions suspended due to failure to meet customers' CO2 reduction requirements</li> </ul>	<b>Opportunities</b> <ul style="list-style-type: none"> <li>Continuing with CO2 reduction programs in advance of rising customer demands secures our competitive advantage over other competitors.</li> <li>Developing products and services that reduce environmental impact increases social trust in the company</li> </ul>	<b>E</b> Countering Climate Change	    
<b>S</b> Social	<b>Harmonizing with and Contributing to Society</b> <ul style="list-style-type: none"> <li>Developing human resources who can create unique value</li> <li>Job creation</li> <li>Diversity and equal opportunity initiatives</li> <li>Providing training and educational opportunities</li> <li>Occupational health and safety initiatives</li> <li>Coexistence with local communities</li> </ul>	<b>Risks</b> <ul style="list-style-type: none"> <li>Results of decline in the working population: Existing employees</li> <li>Increased workload</li> <li>Lower productivity and work engagement</li> <li>Increased wages</li> <li>Employee attrition</li> <li>Work environments not meeting world's needs: Lower productivity and morale</li> <li>Employee attrition</li> <li>Reduced innovation</li> </ul>	<b>Opportunities</b> <ul style="list-style-type: none"> <li>We will contribute to sustainable corporate growth and a sustainable of society by ensuring this is a company where all employees—who are the source of our strength—respect each other's individuality and can continue in their work with peace of mind.</li> </ul>	<b>S-1</b> Initiatives to Strengthen Human Capital -1 Initiatives to Strengthen Human Capital  <b>S-2</b> Creating a Workplace Environment Where Diverse Employees Can Play an Active Role -1 Creating a Workplace Environment Where Employees Can Work Safely and Securely -2 Creating a Workplace Environment Where Everyone Can Play an Active Role	   
<b>G</b> Governance	<b>Observance of Compliance</b>	<b>Risks</b> <ul style="list-style-type: none"> <li>Decline in social trust/credibility due to non-compliance</li> </ul>		<b>G</b> Continuing Compliance Awareness Programs with Auditing and Oversight	

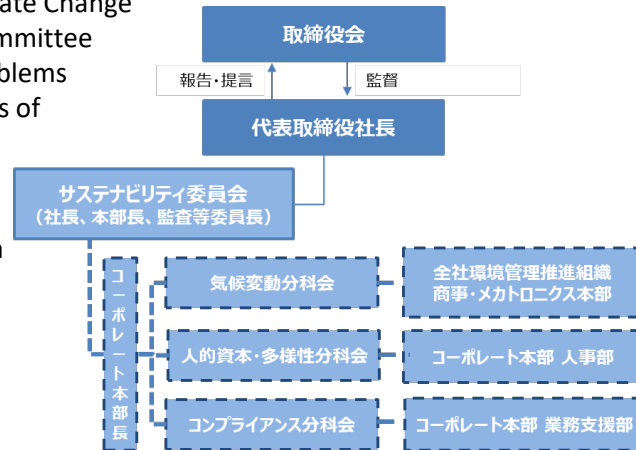
# E Countering Climate Change

The NIPPO Group has announced its endorsement of the recommendations of the TCFD (Task Force on Climate-Related Financial Disclosures). Going forward, we will strive for even fuller disclosure promote efforts in line with the TCFD's four information disclosure recommendations.

## Governance

The NIPPO Group has identified issues associated with climate change as materiality, with activities the Sustainability Committee (this committee), which is chaired by the President, and its subcommittee the Climate Change Subcommittee.

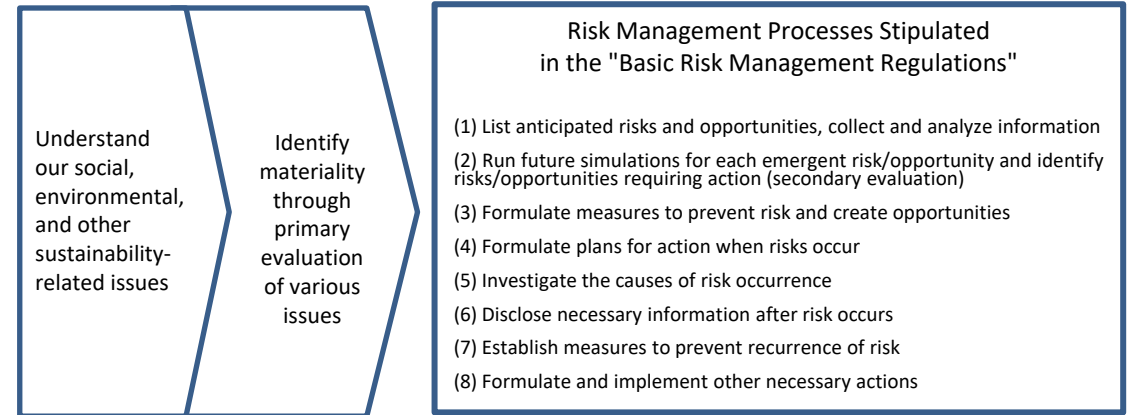
The results of the activities of the Climate Change Subcommittee are reported to this committee every six months, and solutions to problems and issues arising through the activities of the subcommittee will be developed. The Board of Directors will supervise the activities of this committee and subcommittees via the annual management review.



[Sustainability Promotion System](#)

## Risk Management

The NIPPO Group has established an efficient and effective system to manage sustainability and risk that integrates climate change-related risk management processes with the risk management process stipulated in the Group's Basic Risk Management Regulations.



[Risk management process, including identification of materiality](#)

## Strategy

The NIPPO Group plans to compile a list of risks and opportunities based on an analysis of climate change-related scenarios, and then in fiscal 2023 draw up and disclose specific strategies that will contribute to maintaining and improving materiality.

## Metrics and Targets

While NIPPO Group has heretofore disclosed climate change-related data as "ESG information," going forward we plan to disclose medium- to long-term target values in fiscal 2023 after third-party verification of SCOPE 1/2. We will make an announcement regarding SCOPE 3 after determining the scope of management that can be managed in practice and preparing the information that can be released.

# S Initiatives to Strengthen Human Capital and Increase Diversity

The NIPPO Group's employees—who we consider to be our technical innovators—are the source of our competitive advantage, and we may say that their existence is our strength. We enable "unique value creation" through the active participation and diverse perspectives of each employee as well as their mutual coexistence and cooperation. In order to continue this practice, the NIPPO Group is placing even greater focus on efforts to strengthen human capital and increase diversity.

## ■ Three Initiatives for "Unique Value Creation"

### S-1. Initiatives to Strengthen Human Capital

#### • Developing human resources who can create unique value

Continuously maintaining our practice of unique value creation requires employees to continue honing their expertise, to respect each other's values and ways of thinking, and to support derivation of the ideas and challenges of "more than the sum." Thus, we strive to create a workplace environment in which employees have a high degree of work engagement and are actively involved.

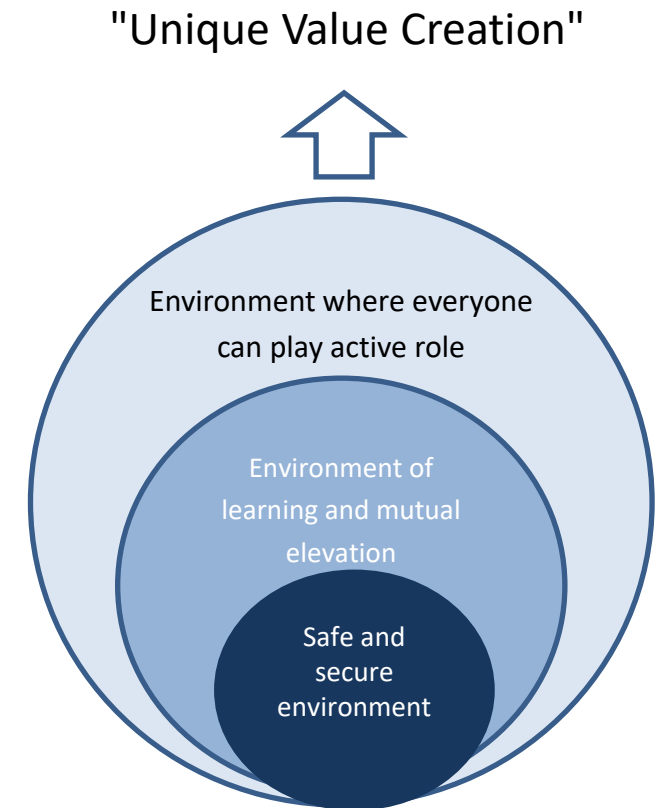
### S-2. Creating a Workplace Environment Where Diverse Employees Can Play an Active Role

#### • Creating a workplace environment where employees can work safely and securely

We consider an environment in which employees can work in safety and with peace of mind to be a basic condition in continuing to create unique value. We will introduce and review various personnel systems as we strive to create a comfortable working environment based on work style reform/innovation.

#### • Creating a workplace environment where everyone can play an active role

We consider an environment in which diverse perspectives—that is, an environment enabling discussions between those with diverse characteristics, including gender and internationality, regardless of position, career, or age—to be a basic condition in continuing to create unique value. We will introduce and review various personnel systems for the diversification of human resources as we strive to create a comfortable working environment based on work style reform/innovation.



# S-1 Initiatives to Strengthen Human Capital

## ■ Developing Human Resources Who Can Create Unique Value

### (1) Stratified Human Resource Development System

To develop technical innovators from a medium- to long-term perspective, since fiscal 2014 we have been phasing in a mutual learning form of training based on the concept of "teaching, learning, and growing together." In concrete terms, based on work requirements set for each level, we provide "level-specific training" with careful consideration given to what employees want to be in the future and steps in achieving that, while also providing training opportunities to improve their interpersonal and problem-solving skills.

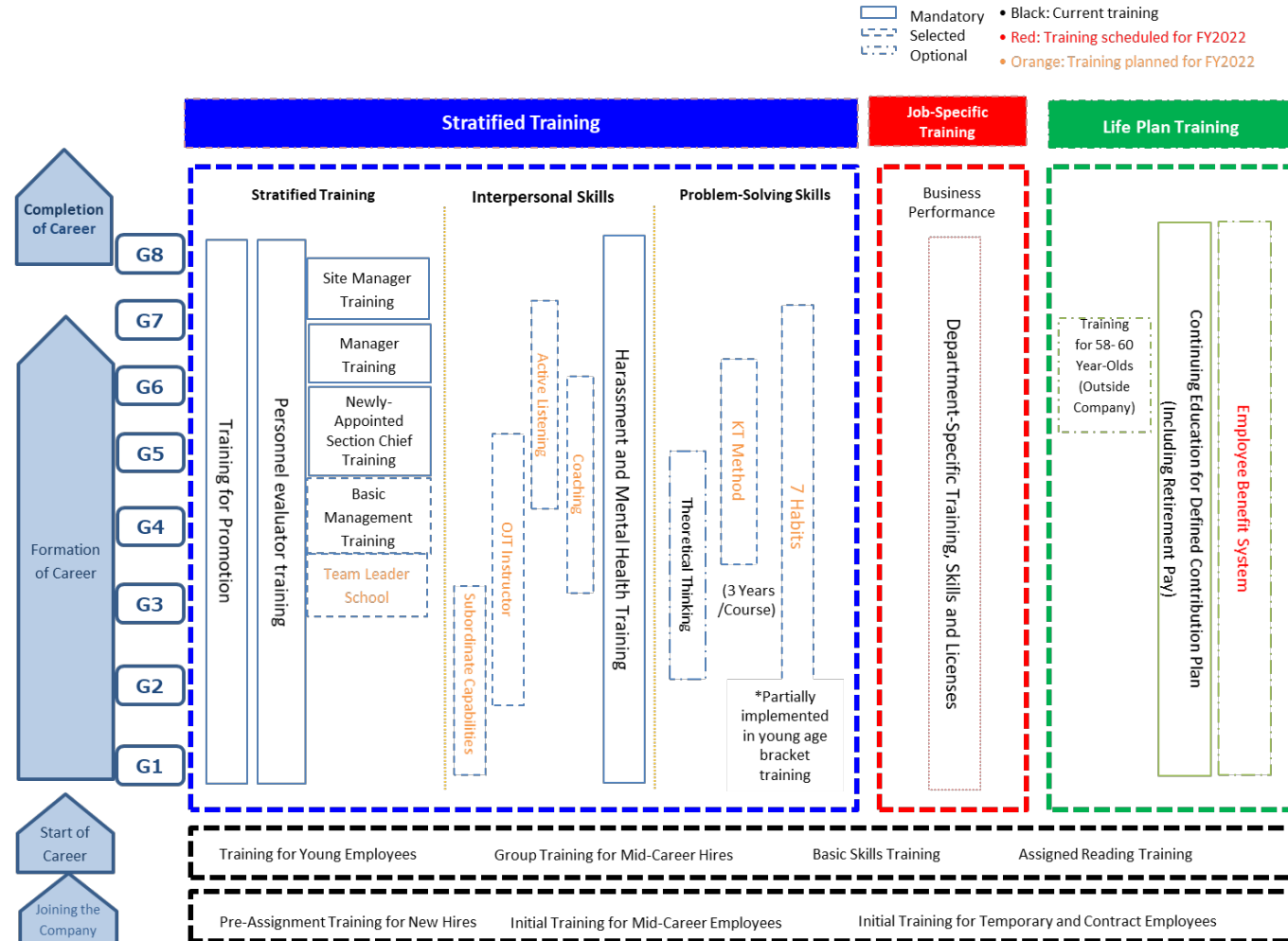
### (2) Developing Candidates for Management

More recently we have placed particular focus on training managers and candidates for managerial positions, and are working to improve the organization's ability to achieve our goals. For example, in fiscal 20202 we launched a "Basic Management Training" program for management candidates. After learning basic knowledge about management, such as how to lead the organization to achieve its goals and producing results through subordinates, candidates analyze issues in their own departments and integrate the results and action plans with their department heads, providing them with a practical basis in establishing knowledge and acquiring experience.

### (3) Enhancement Through Job-Specific Training

We conduct training specific to each business division, allowing trainees to acquire the knowledge and skills required in their specialized fields, as we strive to create a system that enables our personnel to grow through their work.

## ● Human Resource Development System



# S-2 Creating a Workplace Environment Where Diverse Employees Can Play an Active Role

## ■ Creating a Workplace Environment Where Employees Can Work Safely and Securely

### (1) Periodic Examinations with a “Management and Labor Assessment” by a Certified Labor and Social Security Attorney

As we aim to be a company that values each and every employee, we make it a point to introduce and review various different systems. Following a certified social insurance and labor consultant's assessment of our compliance with labor and social insurance laws and regulations and of our initiatives to reform the workplace environment, we were certified in May 2022 as a company that has passed the management and labor assessment.



### (2) Increasing the Childcare Leave Rate

We have focused on creating a system and workplace environment that allows employees to take desired leaves of absence for the birth of a child, childbirth, childcare, or other reasons without worrying, while also enabling them to return to work without difficulty.

	FY2021 Results	FY2025 Target
Male Employees	0 %	Take-up rate of 15% or higher
Women Employees	100%	Take-up rate of 100%

### (3) Initiatives to Improve Mental Health and Employee Satisfaction

Recognizing that our employees' mental health is a basic condition in leading a happy life for them and their families as well as in maintaining a lively workplace, we have been working to improve mental health, not only in terms of mental illness, but also with measures to revitalize communication in the workplace.

- Initiatives to revitalize communication in the workplace
  - 2020 "Regulations to Prevent Harassment" established  
Harassment awareness training for each level begun
  - 2021 Personnel evaluator training for managers begun
  - 2022 Peer bonus system introduced to improve psychological security

	FY2021 Results	FY2025 Target
Stress Check Index *1	99	94
Employee Satisfaction *2	61%	65% or higher
High Stress Percentage*3	17%	Under 10%
Turnover Rate *4	6.23%	Under 5%

1 Stress Check Index: “Comprehensive Health Risk” index based on stress check

\* Comprehensive health risk is an index set by the Ministry of Health, Labor and Welfare indicating the risk of employees taking sick leave.

\*2 Employee Satisfaction: Index of job satisfaction based on stress checks (percentage of employees who are “satisfied” or “somewhat satisfied” with their jobs)

\*3 High Stress Percentage: Percentage of “employees deemed to be highly stressed” according to stress checks

\*4 Turnover Rate: Turnover rate of regular employees (excluding mandatory retirement)

# S-2 Creating a Workplace Environment Where Diverse Employees Can Play an Active Role

## ■ Creating a Workplace Environment Where Everyone Can Play an Active Role

### (1) Ensuring Diversity in Core Human Resources

As we believe a multifaceted perspective enhances an organization's effectiveness, one aim is to increase the percentage of woman employees in management positions and as management candidates, in career-track positions, and in professional positions.

	FY2021 Results	FY2025 Target
Percentage of woman employees in managerial, career-track, and professional positions	4%	10%
Percentage of woman employees among employees at assistant manager level	14%	25%

Details: ["General Employer Action Plan" based on the Act on Advancement of Measures to Support Raising Next-Generation Children and the Act on Promotion of Women's Participation and Advancement in the Workplace](#)

#### • Introduction of distance restriction system

In April 2022, we introduced a "close-to-home" distance restriction system that lets employees balance housework and childcare with their jobs, select a work style that matches their life plans, and develop a career path that allows them to demonstrate their own management and professional skills. Under this system, career-track and professional-track employees, regardless of gender, can have their workplace limited to an area near their residence during periods when their focus is on childcare. Furthermore, general employees who transfer to career-track or professional-track job classifications can now choose a work style that enables them to continue to remain close to their residence.

### (2) Company-wide Project Initiatives

In fiscal 2022, we launched an "Employee Participation Project," with the aim of creating a comfortable working environment where every employee can play an active role. Currently, employees who have gathered through open recruitment have been holding discussions and are considering how to proceed. In addition, to the right is a list of company-wide projects we have launched in our effort to create a system that allows any interested individual to take on the challenge of new initiatives and gain successful experience without the limits imposed by occupational classifications or specializations, thereby providing opportunities to encounter "more than the sum," an experience that results from discussions featuring multiple perspectives.

Company-Wide Project Name
Mutual Resource Utilization Project
CO2 Reduction Project
Green Development Project
E-Commerce Building Project
Employee Participation Project
70th Anniversary Business Project



# G Continuing Compliance Awareness Programs with Auditing and Oversight

The NIPPO Group has identified "observance of compliance" as the company's most important materiality. We have incorporated the "Compliance Declaration and Code of Conduct" into our "Compliance Guidebook" as a fundamental set of directives to be observed in the execution of our daily duties. We always take the ethical path and proceed with good social sense so that we may be deemed a good corporate citizen.

## ■ Compliance Training System

Follow-up  
for managers

- Training for managers  
Labor management, harassment, etc.

Follow-up  
for all employees

- Basic skills training  
Subcontracting law, environmental laws and regulations, harassment, etc.

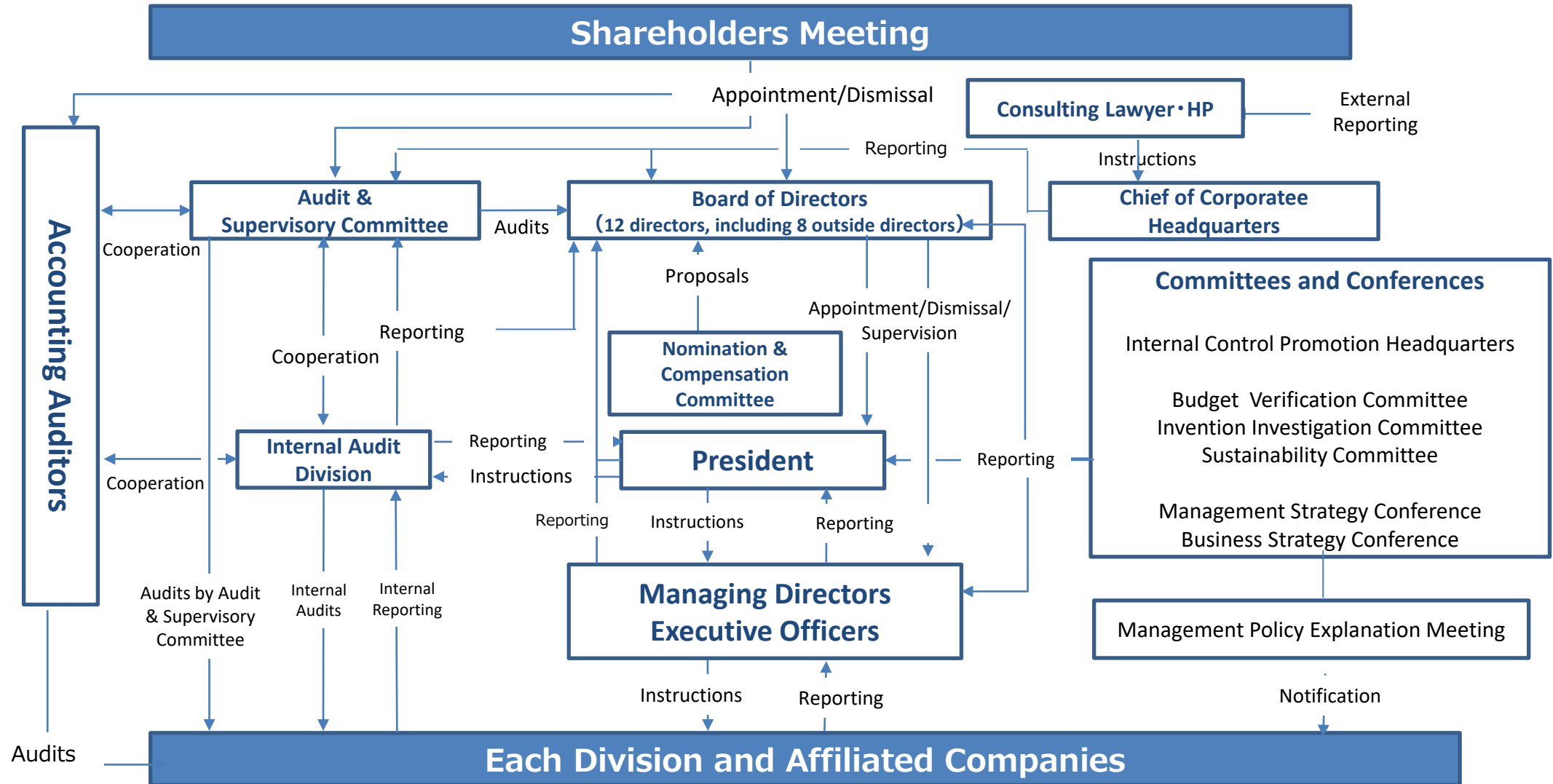
For New  
employees

- Pre-assignment training for new hires
- Mid-career employee training  
Importance of compliance, internal management systems, etc.

### Basic Issues Requiring Compliance in the Execution of Regular Operations as Stipulated in the "Compliance Guidebook"

- Respect for basic human rights
- Prohibition of discrimination
- Prohibition of harassment
- Ensuring health and safety
- Manufacturing with high added value
- Environmental preservation program initiatives
- Compliance with chemical substance regulations
- Proactive communication
- Fair procurement activities
- Fair and free competition
- Compliance with import and export laws and regulations
- Appropriate information disclosure
- Ensuring accuracy in financial reporting
- Prohibition of insider trading
- Non-competition and prohibition of transactions involving conflicts of interest
- Prohibition of corrupt conduct
- Dissociation from anti-social forces
- Prohibition of personal or unauthorized use of company assets
- Protection of confidential business information
- Protection of personal information
- Protection of intellectual property rights

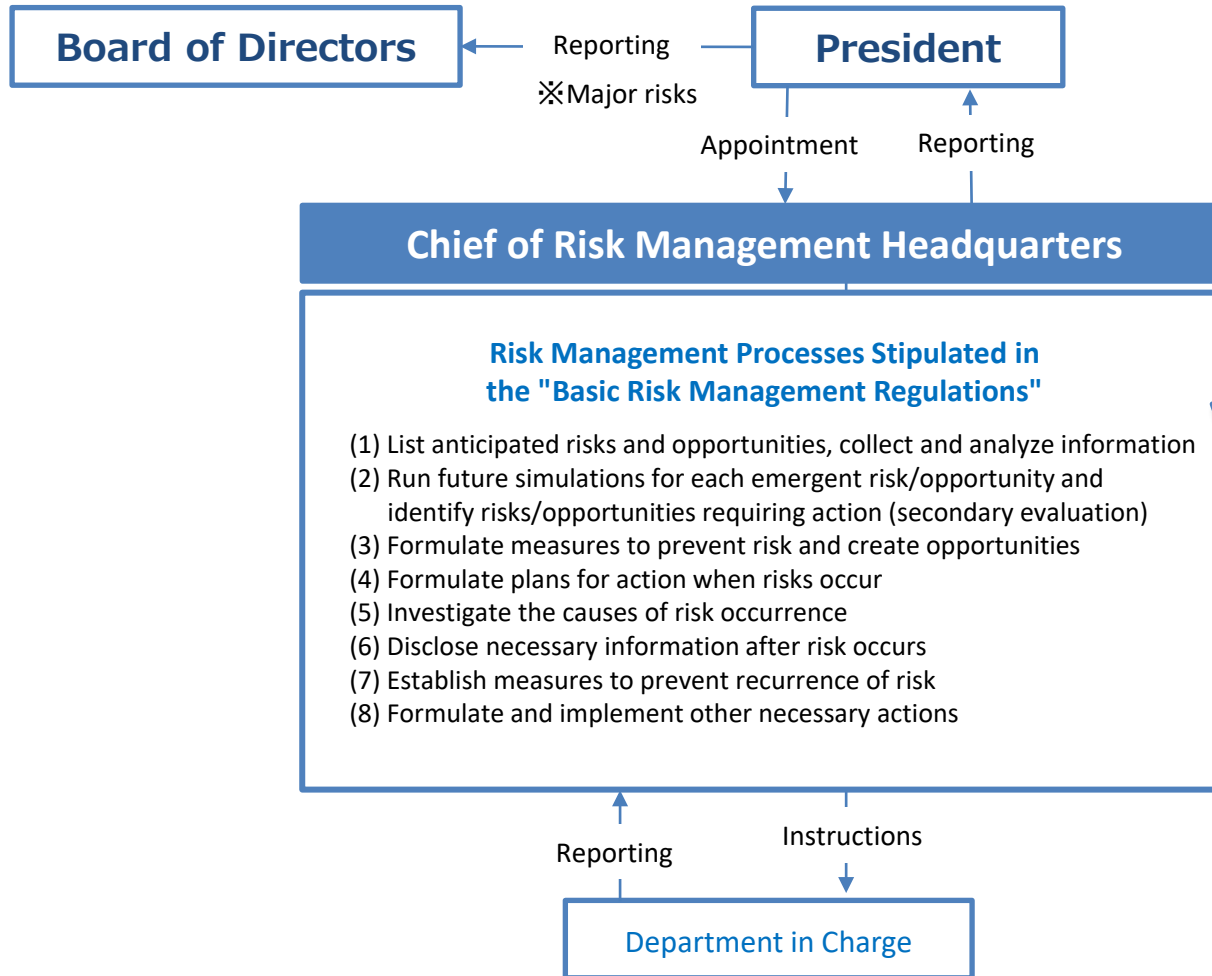
# G Corporate Governance System



\*1. For details on the status of the Corporate Governance Code initiatives, please refer to <https://www.nip.co.jp/csr/20200625.pdf>.

\*2. To secure and enhance the company's corporate value and our shareholders' shared interests, the Company, upon approval of the 69th Ordinary General Meeting of Shareholders, implemented the "Countermeasures to Large-scale Purchases of Company Shares (Takeover Defense Measures)" plan. For details, please refer to [https://www.nip.co.jp/ir/ir\\_baishu\\_boei.html](https://www.nip.co.jp/ir/ir_baishu_boei.html).

# G Risk Management System



**Appointment categories for Chief of Risk Management Headquarters**

Risk contents	Chief of Risk Management Headquarters
<ul style="list-style-type: none"> <li>Risks related to climate change</li> <li>Risks related to labor issues (human capital, diversity, etc.)</li> <li>Risks related to compliance</li> <li>Risks related to disasters and accidents</li> <li>Risks related to information security</li> <li>Risks related to trade, other risks</li> </ul>	Chief of Corporate Headquarters
<ul style="list-style-type: none"> <li>Risks related to technologies and patents</li> <li>Risks related to sales transactions</li> <li>Risks related to purchasing transactions</li> <li>Risks related to logistics</li> <li>Risk related to other transactions</li> </ul>	Chief of Business Headquarters

※ The diagram for auditing and supervision is the same as the corporate governance system.

# Disclosure of ESG Information

Non-financial information on the environment, society, and governance is disclosed on our website as "ESG data."

\* Respective data subject to disclosure may change based on the progress of this initiative at our company.

Information Disclosed	
<b>E</b> Environmental Issues	<ul style="list-style-type: none"> <li>• CO2 emissions</li> <li>• Electricity usage</li> <li>• Water usage</li> <li>• Waste emissions (non-consolidated)</li> <li>• Sales of energy-saving and environmentally friendly products</li> </ul>
<b>S</b> Social Issues	<ul style="list-style-type: none"> <li>• Number of employees</li> <li>• New graduate and mid-career hires (number)</li> <li>• Managers (number of people)</li> <li>• Percentage of woman employees in managerial, career-track and professional positions</li> <li>• Percentage of woman employees among employees at assistant manager level</li> <li>• Employment rate for persons with disabilities</li> <li>• Turnover</li> <li>• Length of service</li> <li>• Average annual income (by job category)</li> <li>• Average days of paid leave taken</li> <li>• Number of employees taking various types of leave (childcare/nursing care leave)</li> <li>• Occupational accidents (number and frequency)</li> <li>• Stress Check Index</li> <li>• Employee Satisfaction Index</li> <li>• Regular health check-up rate</li> <li>• Number of technology and skills training held</li> <li>• Number of participants in technology and skills training</li> <li>• Number of individuals acquiring new qualifications</li> </ul>
<b>G</b> Governance Issues	<ul style="list-style-type: none"> <li>• Board of Director effectiveness (ratio of independent directors/ratio of women directors/ ratio of foreign directors /number of board meetings/skill set)</li> <li>• Number of participants in compliance training</li> <li>• Number of legal violations</li> <li>• Number of internal and external reports</li> </ul>