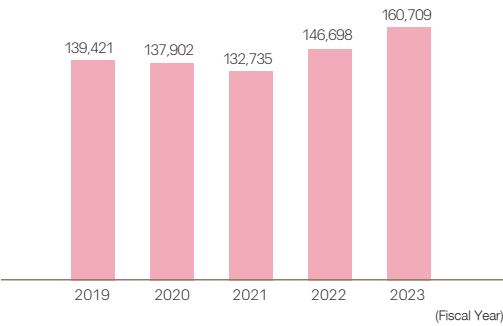




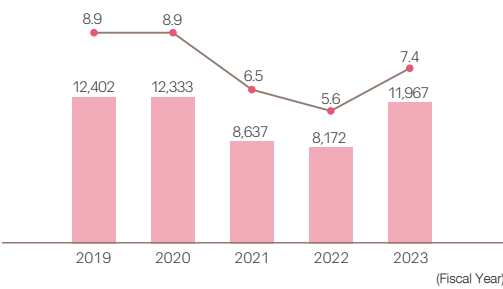
Financial and Non-financial Highlights

Financial Highlights

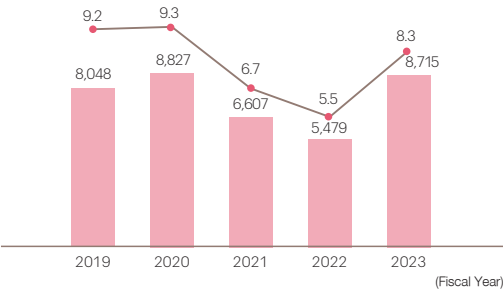
Net sales (¥ million)



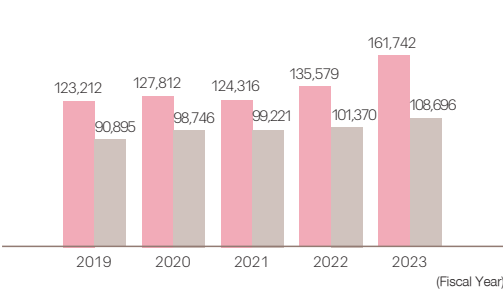
Operating profit (¥ million)
Operating profit margin (%)



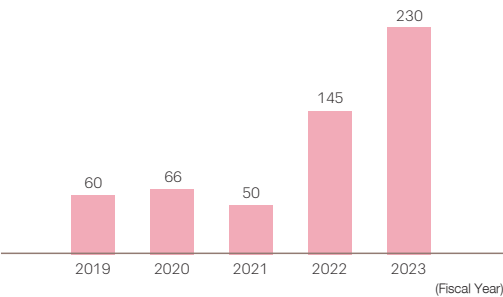
Profit attributable to owners of parent (¥ million)
ROE (%)



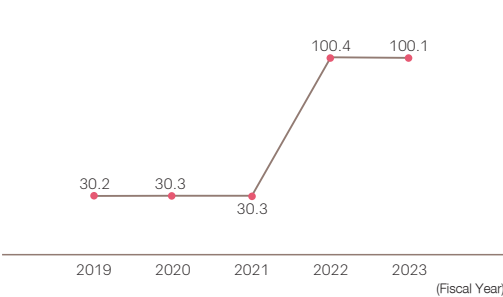
Total assets (¥ million)
Net assets (¥ million)



Dividend per share (¥)

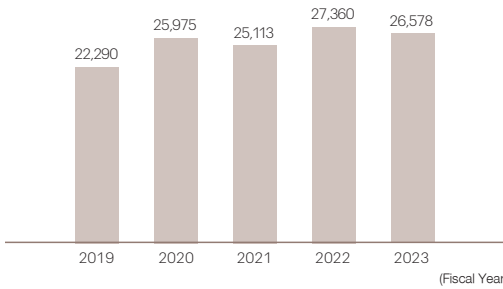


Payout ratio (%)



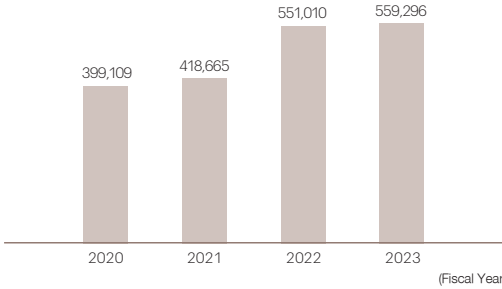
Non-financial Highlights

Scope1, 2 (t-CO₂)

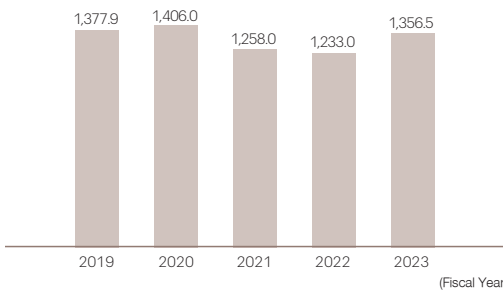


* FY2019 covers NITTO KOGYO on a non-consolidated basis, FY2020 and thereafter covers the NITTO KOGYO Group.

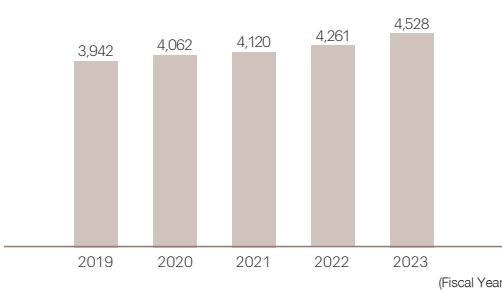
Scope3 (t-CO₂)



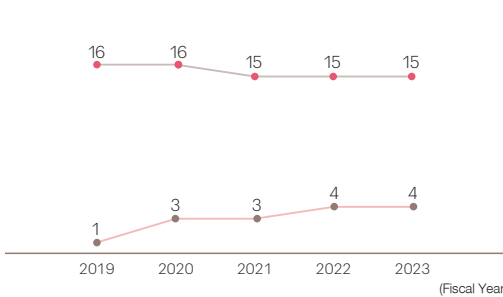
Waste emissions (NITTO KOGYO non-consolidated) (t)



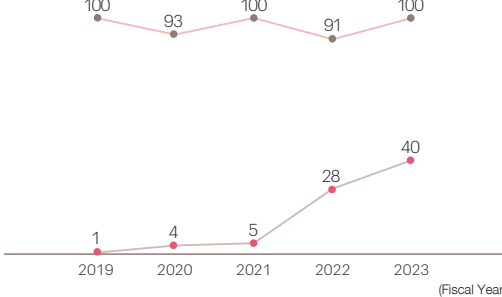
No. of employees



Ratio of female employees (NITTO KOGYO non-consolidated) (%)
Ratio of women in management roles (NITTO KOGYO non-consolidated) (%)



Percentage of males who take childcare leave (NITTO KOGYO non-consolidated) (%)
Percentage of females who take childcare leave (NITTO KOGYO non-consolidated) (%)





11-Year Summary

11-Year Financial Highlights

Fiscal Year	2013	2014	2015	2016		2017	2018	2019	2020	2021	2022	2023
Management results (¥ million)												
Sales	101,215	109,837	108,463	106,627		108,080	116,984	139,421	137,902	132,735	146,698	160,709
Operating profit	11,558	13,851	11,264	6,598		5,751	6,472	12,402	12,333	8,637	8,172	11,967
Ordinary income	11,418	14,146	10,937	6,402		5,625	6,405	12,038	12,660	9,412	9,056	12,566
Profit attributable to owners of parent	7,153	7,390	7,402	4,506		2,883	4,046	8,048	8,827	6,607	5,479	8,715
Capital investment	3,193	3,400	2,944	6,059		2,588	2,518	7,153	4,984	5,183	12,102	18,540
Depreciation	2,759	2,692	2,740	2,891		3,756	3,533	4,034	3,857	4,283	4,209	4,858
EBITDA ^{*1}	14,823	17,112	14,602	10,342		11,981	10,911	17,153	17,050	13,408	12,698	17,034
R&D expenses	1,541	1,588	1,973	2,014		2,154	2,466	2,876	2,642	2,778	2,970	3,059
Overseas sales	905	788	687	4,090		3,542	5,426	9,360	9,394	11,703	14,537	15,441
Overseas sales ratio (%)	0.9	0.7	0.6	3.8		3.3	4.6	6.7	6.8	8.8	9.9	9.6
Financial Condition (¥ million)												
Net assets	70,442	74,926	79,146	82,152		83,061	98,588	90,895	98,746	99,221	101,370	108,696
Total assets	89,326	95,577	100,106	101,871		103,886	141,971	123,212	127,812	124,316	135,579	161,742
Equity	69,442	74,908	79,137	82,147		83,032	85,046	90,629	98,539	99,063	101,166	108,488
Interest-bearing debt	119	58	1,405	1,452		1,664	19,280	4,882	3,262	282	6,627	18,558
Cash flow (¥ million)												
Cash flows from operating activities	7,908	13,939	8,242	9,787		6,616	8,046	12,649	12,250	8,471	3,751	12,321
Cash flows from investing activities	(3,243)	(6,279)	(2,874)	(4,336)		(1,882)	(13,308)	4,920	(3,857)	(4,966)	(13,899)	(14,429)
Cash flows from financing activities	(1,733)	(2,386)	(2,520)	(1,771)		(1,716)	16,048	(26,925)	(3,880)	(10,022)	1,449	6,929
Free cash flow	4,664	7,660	5,368	5,451		4,733	(5,261)	17,570	8,393	3,504	(10,148)	(2,108)
Cash equivalents at end of period	13,586	18,839	21,606	25,138		28,283	38,934	29,620	34,301	28,319	20,098	25,411
Information per share (¥)												
Book value per share	1,724.73	1,854.72	1,955.84	2,030.28		2,052.18	2,101.99	2,239.98	2,435.33	2,611.64	2,667.12	2,860.19
Earnings per share)	178.12	183.29	183.00	111.37		71.26	100.02	198.93	218.16	164.75	144.45	229.77
Dividend per share	54	56	57	50		40	40	60	66	50	145	230
Payout ratio (%)	30.3	30.6	31.1	44.9		56.1	40.0	30.2	30.3	30.3	100.4	100.1
Closing price at end of term	2,166	2,236	1,794	1,536		1,650	2,214	1,729	2,028	1,576	2,642	4,140
Index (%)												
Operating profit margin	11.4	12.6	10.4	6.2		5.3	5.5	8.9	8.9	6.5	5.6	7.4
ROE	10.7	10.2	9.6	5.6		3.5	4.8	9.2	9.3	6.7	5.5	8.3
ROA	13.2	15.3	11.2	6.3		5.5	5.2	9.1	10.1	7.5	7.0	8.5
Equity ratio	77.7	78.4	79.1	80.6		79.9	59.9	73.6	77.1	79.7	74.6	67.1
PBR (based on closing price at end of term) (ratio)	1.26	1.21	0.92	0.76		0.80	1.05	0.77	0.83	0.60	0.99	1.45
PER (based on closing price at end of term) (ratio)	12.16	12.20	9.80	13.79		23.15	22.14	8.69	9.30	9.57	18.29	18.02
Total return ratio ^{*2}	30.4	30.6	31.2	44.9		56.2	40.1	30.2	30.3	90.3	100.7	100.4

^{*1} In calculating EBITDA, depreciation cost and depreciation of goodwill are based on the amounts shown in the consolidated statements of cash flows.

^{*2} In calculating the total return ratio, acquisition of shares under the share buyback program for shares less than one unit is included, but acquisition of treasury stock by the Board Benefit Trust (BBT) is not included.

Non-financial Data

Fiscal Year	2013	2014	2015	2016		2017	2018	2019	2020	2021	2022	2023
Governance												
No. of directors	10	12	12	10		10	10	11	12	11	12	12
No. of outside directors	3	4	4	3		3	3	4	4	4	4	4
Ratio of outside directors (%)	30.0	33.3	33.3	30.0		30.0	30.0	36.4	33.3	36.4	33.3	33.3
Society												
No. of employees (consolidated)	2,733	2,689	3,157	3,168		3,100	3,700	3,942	4,062	4,120	4,261	4,528
No. of employees (NITTO KOGYO non-consolidated)	1,622	1,612	1,725	1,721		1,761	1,842	1,918	1,960	1,989	2,148	2,170
Ratio of women in management roles (NITTO KOGYO non-consolidated) (%)	-	-	-	-		-	-	1	3	3	4	4
Ratio of overseas employees (NITTO KOGYO non-consolidated) (%)	-	-	-	-		-	-	1	1	1	2	2
Percentage of males who take childcare leave (NITTO KOGYO non-consolidated) (%)	1	0	1	0		4	7	1	4	5	28	40
Percentage of females who take childcare leave (NITTO KOGYO non-consolidated) (%)	100	100	100	100		100	100	100	93	100	91	100
Environment												
GHG emissions (Scope 1, 2) ^{*3} (t-CO ₂)	22,097	25,777	24,817	23,294		23,424	22,917	22,290	25,975	25,113	27,360	26,578
GHG emissions (Scope 3) (t-CO ₂)	-	-	-	-		-	-	-	399,109	418,665	551,010	559,296
Waste emissions (non-consolidated) (t)	1,502.5	1,472.5	1,499.6	1,432.9		1,300.0	1,266.1	1,377.9	1,406.0	1,258.0	1,233.0	1,356.5
Solar power generation (kWh)	3,514,280	4,764,352	4,679,451	4,834,774		4,605,036	4,689,978	4,437,402	4,302,862	4,346,650	4,555,753	5,654,349

^{*3} FY2013 to FY2019 covers NITTO KOGYO on a non-consolidated basis; FY2020 and thereafter covers the NITTO KOGYO Group.



Company Overview (as of March 31, 2024)

Company name	NITTO KOGYO CORPORATION
Established	November 24, 1948
President & COO	Toru Kurono
Location of headquarters	2201 Kanihara, Nagakute-shi, Aichi 480-1189
Capital stock	6,578 million yen
No. of employees	Consolidated: 4,528 Non-consolidated: 2,170
Details of Business	The manufacture and sales of electric and mechanical equipment such as high-voltage power receiving equipment, panel boards, home panel boards, EV/PHEV general charging stands, optical boxes, metal enclosures, plastic enclosures, system racks, breakers, switches, thermal management products, and so on. Power generation and sales business.

Stock Overview (as of March 31, 2024)

Total number of authorized shares	96,203,000
Number of issued shares	40,458,000 (including 2,424,913 treasury shares)
No. of Shareholders	18,457

Overview of major shareholders

Name of shareholder	No. of shares held (thousand)	Shareholding ratio (%)
Meito Kousan, Ltd.	6,918	18.2
The Master Trust Bank of Japan, Ltd. (Trust)	4,010	10.5
NITTO KOGYO Shareholders' Association of Business Partners	2,286	6.0
Meiji Yasuda Life Insurance Company	1,586	4.2
Shinwa Kousan, Ltd.	1,050	2.8
Custody Bank of Japan, Ltd. (Trust)	847	2.2
NITTO KOGYO Employee Stock Ownership Association	782	2.1
The Nitto Foundation	779	2.0
The Bank of Nagoya, Ltd.	586	1.5
Yokoyama Estate Agents, Ltd.	515	1.4

Notes: 1. The Company owns 2,424,000 shares of treasury stock but is excluded from the major shareholders listed above.
2. Shareholding ratios are calculated excluding treasury stock.

Issuance of Integrated Reports

In May 2024, the NITTO KOGYO Group announced our 2026 Mid-term Management Plan, which includes our mission to “Provide reliability and peace of mind when it comes to the future of our planet” as the Group’s purpose of existence, and our Group vision to “Strive to solve problems sincerely and continue to tackle the challenge of creating new value”. The plan stated our commitment to contribute to the realization of a prosperous, vibrant, and sustainable society, and to tackle all issues facing us in the future head-on. Our basic strategy in this 2026 Mid-term Management Plan is to contribute to protecting the environment so that we can pass on a beautiful planet to future generations.

Our group has been involved in activities that contribute to the environment and society, and these activities are reported in our Environmental Report and CSR Report. With the release of the 2026 Mid-term Management Plan, we decided to publish a new integrated report from this fiscal year, combining the two reports mentioned above, in order to provide stakeholders with a better understanding of our business plan, the actual status of the company, and our sustainability initiatives.

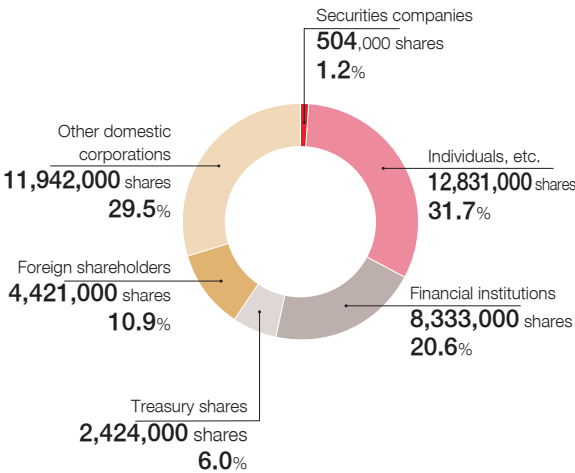
Throughout the years, we have engaged in efforts to promote understanding of our Group’s business through communication with our investors. Through this integrated report, we will endeavor to help a wide range of stakeholders deepen their understanding of our Group’s efforts in achieving sustainable growth and a sustainable society.

Since this is our first integrated report, we understand that it is far from perfect and needs improvement. We would greatly appreciate frank opinions and suggestions from our stakeholders on what information is sought by you and what your expectations are of our Group.

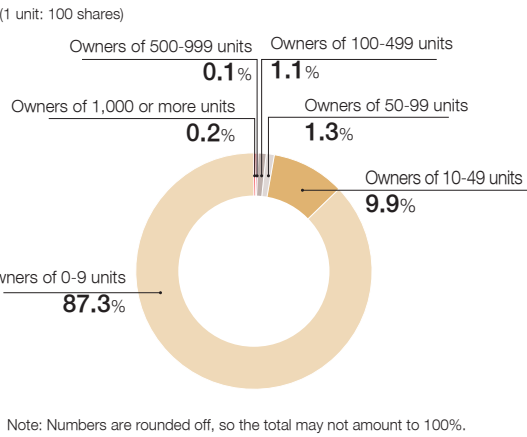


Director
Koichi Takenaka

Distribution of shares by owner



Shareholder distribution by owned share units



Note: Numbers are rounded off, so the total may not amount to 100%.