

## Group Mission / Vision

In our 2026 Mid-term Management Plan, we reformulated our mission and vision as a group.

We're sharing this new mission / vision with the entire group, holding dear the two values that are reliability and peace of mind in this difficult to predict and highly uncertain environment and working to continually resolve societal issues.

### ●Mission

We are continuing to make contributions to stakeholders, such as our customers, business partners, employees, shareholders, investors, and local communities, not just domestically, but also globally.

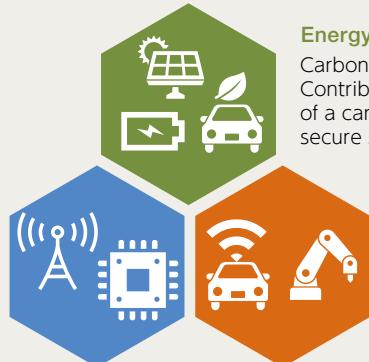
Currently, the environment is one where the future is difficult to predict and uncertainty is rising. Our mission is to continue to hold on to reliability and peace of mind, the two values that will allow us to resolve societal issues even amid that sort of environment, and develop business to maintain our beautiful earth for the next generation.

### Mission

**Provide reliability and peace of mind when it comes to the future of our planet**

#### Important NITTO KOGYO Group Business Domains

Constructing a highly sustainable social infrastructure through electricity and information



**Information Communication**  
Contributions to the creation of an infrastructure that supports a digital society and digital transformation

We shall develop business to maintain our beautiful earth for the next generation

### ●Vision

Our desired state is not one in which we simply focus on issues that are currently surfacing, but one in which the NITTO KOGYO Group also ascertains latent societal issues, and works faithfully to take on the challenge of solving even difficult problems without being afraid of failure. Always continuing to take on the challenges of creating new value while expanding the role we play in society.

### Vision

**Strive to solve problems sincerely and continue to tackle the challenge of creating new value**

#### The Goals of the NITTO KOGYO Group

To not simply focus on issues that are currently surfacing, but to also ascertain latent societal issues, and take on the challenge of solving even difficult problems

#### Important social issues we should deal with that will link into new value creation

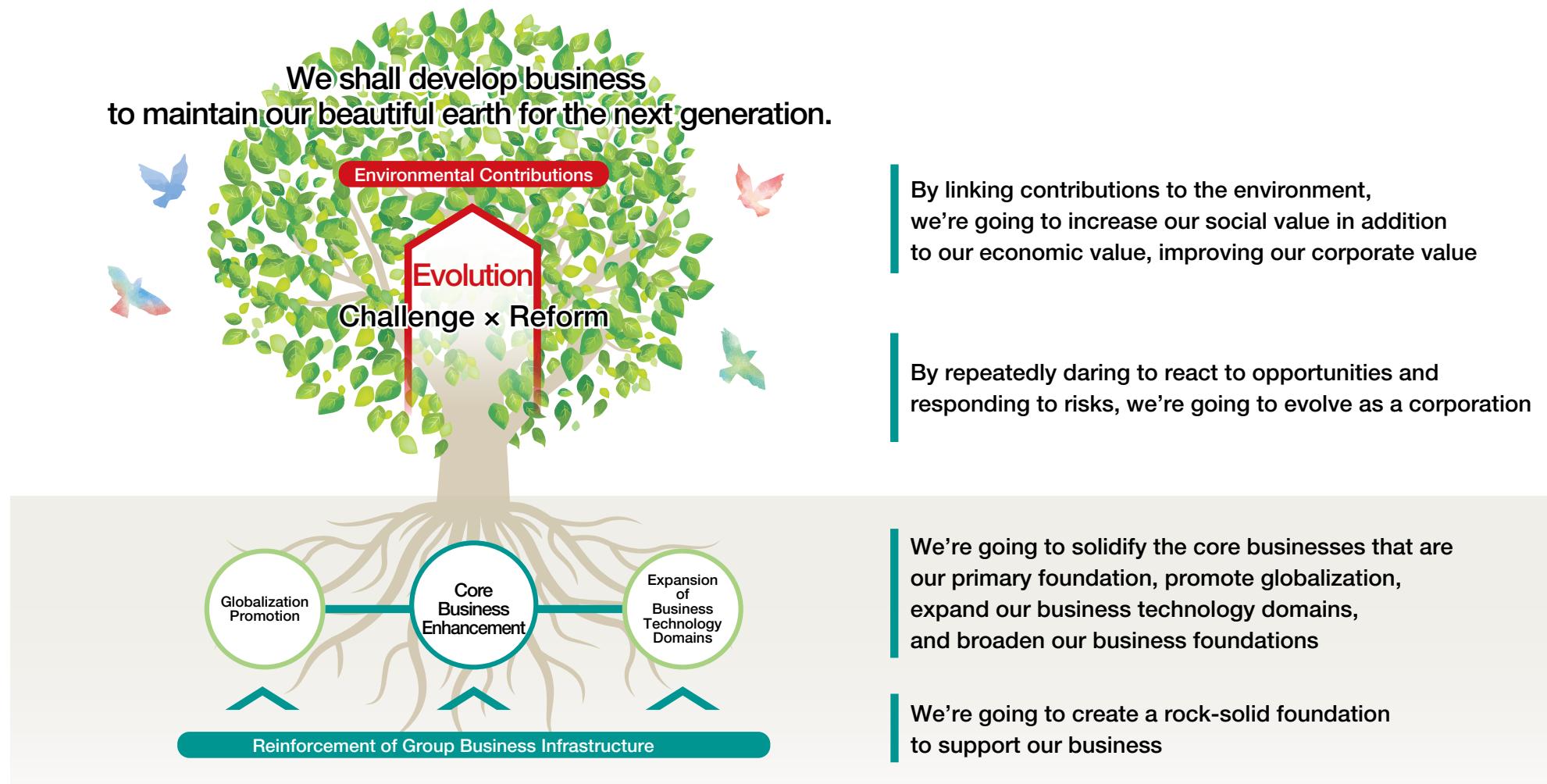


To broaden the role we play in the realization of a sustainable society

## Basic Group Strategy

The direction of our growth starts with the enhancement of our core business, which will solidify the primary foundation of the NITTO KOGYO Group. From there, we can work to broaden our business foundations by promoting globalization and expanding our business technology domains. Through repeatedly taking on challenges and enacting reform, we're aiming to make contributions to the environment. Our focus isn't simply on increasing economic value, but also in increasing our social and enterprise value.

While the NITTO KOGYO group has made contributions to society by maintaining electricity/information-related infrastructures, we're also going to contribute to protecting the environment.



# The Unique Features and Strengths of the NITTO KOGYO Group

## ● Wide range of business domains

Having a wide range of business domains enables the NITTO KOGYO Group not only to handle societal changes while meeting diverse customer needs, it also enables us to distribute risk while aiming for sustainable growth.

Our business domains go beyond electrical and telecommunications infrastructure-related manufacturing, construction, and services to include domains such as distribution and the manufacturing of electronic components. Each of these domains not only functions independently but also bolsters the business foundation for the group as a whole by creating synergies through inter-domain collaboration.

### A broad spectrum of customers



We meet diverse customer needs not only in the electricity and electronics industries, but also industries including telecommunications, automobiles, rail, public infrastructure, energy, and industrial devices

### A diverse range of products and services



We fuse the wealth of technological know-how possessed by the group to offer a diverse range of products — including standard products and customized products — and services to meet a wide variety of customer needs

### Global expansion



In addition to Japan, we also have overseas manufacturing, sales, and technology service bases, mainly in China, Singapore, Thailand, and other Asian countries, to meet customer needs worldwide

### Responding to technological innovation



We focus on keeping up with changes in society through the development of products and services in areas including electric vehicles, renewable energy, and ICT

## ● Pursuing customer satisfaction

The NITTO KOGYO Group does not just manufacture products; it leverages its wealth of test data and advanced evaluation technology to maintain a steadfast focus on customer satisfaction. And this delivers quality and reliability in our products as well as enabling us to flexibly meet customer demands.

We build long-term partnerships by gaining the trust of our customers, with whom we aim to grow alongside.

### A thorough quality assurance system



In order to guarantee the quality of our products, we implement a variety of tests and undertake thorough verification to enable these goods to offer a high level of performance across many different fields. The results of these are then fed back to improve product design and achieve high-quality product development

### Performance improvement through advanced evaluation technology



Leveraging the latest testing equipment and advanced evaluation technology, we undertake R&D to extract the maximum performance from finished goods in a range of environments

### Flexibly responding to customer needs



In order to meet a wide range of customer needs, we leverage advanced technology and cutting-edge production equipment to provide solutions and powerful support for product development by our customers

### Ongoing technological innovation



By utilizing technological innovation that leverages verification and evaluation technology to analyze accumulated data and discover and resolve new issues, we always offer cutting-edge products

# Contents / Editorial Policy

## CONTENTS

### Introduction

Group Mission / Vision	
Basic Group Strategy .....	01
The Unique Features and Strengths of the NITTO KOGYO Group .....	02
Contents / Editorial Policy .....	03

### Top Message

CEO's Message .....	04
COO's Message .....	06

### Special Feature

Job Satisfaction Reform Initiatives .....	10
Health Management Initiatives .....	11

### Value Creation Story

Value Creation Trajectory .....	12
The Value Creation Process .....	13
Long-term Growth Story .....	14
Material issues .....	15
Our Value Creation Story .....	16

### Management Strategy

At a Glance .....	17
Mid-term Management Plan .....	18
Business strategy .....	20
Finance and capital strategy / business infrastructure reform .....	22
Financial Highlights .....	25
Group Management .....	26

### Business strategy

Electrical and telecommunications infrastructure-related Manufacturing, construction and service business .....	28
Electrical and telecommunications infrastructure-related Distribution business .....	32
Electronic parts-related Manufacturing business .....	34
Human Capital .....	36
DX Actions .....	38
R&D .....	40
Quality management .....	41

### Sustainability

The NITTO KOGYO Group's Sustainability .....	42
Non-financial Highlights .....	43
Environmental Philosophy .....	44
NITTO KOGYO Value Chain .....	45
Response to Climate Change .....	46
Long-term Targets Aimed at Carbon Neutrality and FY2024 Results .....	48
Respect for Human Rights .....	49
Dialogue with Stakeholders .....	50
Outside Evaluation .....	53

### Management Structure

Outside Directors' Roundtable .....	54
List of Executives .....	58
Corporate Governance .....	60
Compliance .....	65
Risk Management .....	66

### Data

11-Year Summary .....	67
Company/Stock Overview .....	69

### Editorial Policy

This report is published so that all stakeholders, including shareholders and investors, better understand the medium to long-term initiatives aimed at improving enterprise value. It introduces, with a focus on information related to improvements to enterprise value, the basic values of the NITTO KOGYO Group, our journey, how we create value in the medium to long-term and our initiatives towards sustainability.

Additionally, information not included in this report will be listed on our website, so please check both.

Our website: <https://www.nito.co.jp/>

### Period

FY2024 (April 1, 2024 to March 31, 2025)

\* A portion will be related to activities that took place during other periods.

### Published Information

Published October 2025

### Range

Entire group, including NITTO KOGYO CORPORATION and group companies.

### Cautionary statement concerning forward-looking statements

Descriptions related to future forecasts, like the plans, estimates and strategies, in this report were based on fixed prerequisites that were determined to be rational at the time of disclosure. Actual results are determined by a variety of factors, and they may differ greatly from that in the estimates.