

COO's  
Message

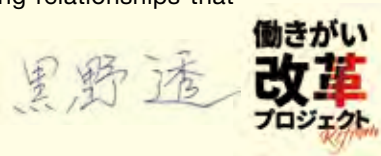
## Job Satisfaction Reform Initiatives

## What is job satisfaction reform?

Job satisfaction reform is a NITTO KOGYO project that was first proposed in 2019. Carrying on our founder's ideal that employees should be considered family, and the workplace of family should make working pleasant, this project aims to increase the number of employees who feel glad to work for NITTO KOGYO.

Through employee awareness surveys and project activities we are aiming to increase employee satisfaction and to build an environment that fosters a feeling of pride in the company, and are engaged in a wide range of initiatives with goals including achieving work-life balance and building relationships that enable frank and honest communication.

Furthermore, from FY2025, we have established a dedicated section called the Job Satisfaction Reform Promotion Office to accelerate this initiative.

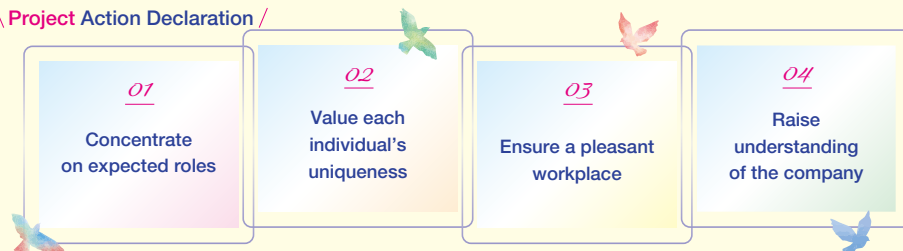


## President's ideals and action declaration

NITTO KOGYO is undertaking job satisfaction reforms with the aim of having each individual employee feel affection toward the company and building a vibrant workplace. These reforms target comfort at work and job satisfaction, and aim to build an open environment that is always enjoyable to work in.

We will come together as one company and work to become a company that employees are genuinely pleased to work for.

## \ Project Action Declaration /



## Examples of specific initiatives

## (1) Uniform overhaul project

With a desire to brighten up the workplace, we designed a new uniform with employee participation as part of the job satisfaction reform project.

With the concept of creating a uniform that will be loved by everyone, the uniform was conceptualized in the hope that it would be loved not only by employees but also their families and the local community. Prioritizing safety and a feeling of cleanliness, the uniform also offers functionality and was decided on through a vote among employees, meaning it is full of their wishes.



## (2) Manufacturing experience

Children with intellectual disabilities often have limited opportunities to engage with society and face challenges in choosing their future paths after graduating from special needs schools. Furthermore, understanding and awareness of disabilities are not widespread within society.

In light of this situation, NITTO KOGYO organized an exchange program at a special needs school in Seto City, Aichi Prefecture. Through hands-on manufacturing activities, we aimed to provide students with opportunities to interact with others and explore their own potential, while also deepening our employees' understanding of disabilities.

## (3) Electricity workshop

Every summer vacation, NITTO KOGYO hosts a workshop of electricity for older elementary school students. Through experiments and working with their hands, the workshop aims to give children an opportunity to experience the fun of how electricity works and nurture their curiosity about the future.

In addition, instructors and staff are recruited in-house, thus providing employees with opportunities to take an active role in social contribution. We will continue this initiative to support both the development of local communities and the healthy growth of children.



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## Health Management Initiatives

## Health N Walk: A walking event to promote better employee health and nurture communication

In order to support the mental and physical health of its employees, the NITTO KOGYO Group has come up with a range of health-building activities.

Among these, Health N Walk is a walking event that aims to stimulate workplace communication by nurturing exercise habits through activities that employees can easily undertake utilizing a smartphone app.

## ● Overview of activity

Health N Walk aims to create opportunities for everyone who works at NITTO KOGYO to easily and enjoyably take up exercise.

The smartphone app has two parts: an individual challenge where the number of steps taken by the individual is recorded, and a team competition where teams work together toward a goal. The aim of this is to stimulate communication between employees through daily walking.

In the individual challenge, food hampers and other prizes are given in accordance with the number of steps taken in the period, and in the team competition, funds are provided for activities in order to deepen the feeling of fellowship between participating teams, and events including social gatherings are also held.

## ● Implementation record

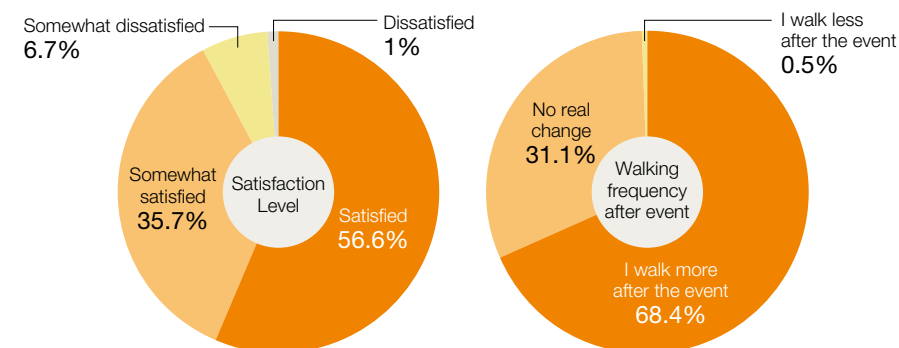
- 1st event (November 20 to December 3, 2023)  
More than 700 individual participants, and 72 teams in the team competition.
- 2nd event (November 1 to November 14, 2024)  
Group companies also participated in the second event, making it a large-scale event with a total of more than 1,700 participants.  
A team of executives also participated in the team competition, and a total of 185 teams fought fiercely.

## ● Reaction from participants

In the FY2023 Health N Walk, 90.5% of participants responded that they were satisfied or somewhat satisfied, with 92.3% of participants giving the same responses in FY2024, indicating the consistently high level of satisfaction offered by this event.

Furthermore, 68.4% of participants in the FY2024 Health N Walk event responded that they now walked more than prior to the event, indicating the positive impact that it had on exercise habits.

## Questionnaire Result



I found out how little I used to walk, and I now make an effort to walk more.



I'm looking forward to the prize.♡



I had fun walking with colleagues at lunchtime.



I felt I slept better by making an effort to walk.