

At a Glance (the NITTO KOGYO Group now)



Established

77 years ago

NITTO KOGYO's journey started in 1948 with the manufacturing of wiring fixtures and switches.

Sales (consolidated)

Year ending March 2025

184.6 bn yen

NITTO KOGYO grew steadily with the rapid economic growth Japan saw after WWII, and consolidated net sales exceeded 100 billion yen for the first time in 2014.

NITTO KOGYO Group members

Incl. NITTO KOGYO

35 companies

We will expand our production and sales bases not only in Japan but also overseas, providing high-quality products and services suited to the needs of each country.

NITTO KOGYO Group employees

Year ending March 2025

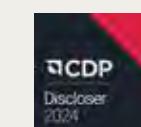
5338

All of our employees around the world are always striving to create finished products that make customers happy while aiming to put quality first and provide customer satisfaction.

External evaluation of our environmental initiatives (1)

CDP2024 questionnaire score

Climate change **B**



Water security **C**

Powered by CDP

<https://cdp.net/ja/data/scores>

External evaluation of our environmental initiatives (2)

2025 Aichi Environment Award

Bronze award

This award recognized our product development for electrical facilities adapted for climate change and that can be used safely and securely over the long term.

Mid-term Management Plan

The basic policy for the 2026 Mid-term Management Plan is to accelerate evolution. By repeatedly and nimbly undertaking the two activities of taking on challenges as a response to opportunities and undertaking reforms as a response to risks, we will aim to achieve evolution. The NITTO KOGYO GROUP has always boldly and steadily expanded the role it plays in society. We will aim to accelerate the evolution of people, technology, business, the company, and the group by ensuring each individual and each organization repeatedly takes on challenges and enacts reforms in accordance with their role.

Acceleration of evolution

Evolution of people, technology, business, companies, and the group Achieve **evolution** through repeated **challenges** and **reform**



Taking on the challenge of business expansion/proactive investment in growth

- ▶ Aim to create new business that goes beyond existing markets and industries
- ▶ Expand business reach through development of overseas markets
- ▶ Promote initiatives for the acquisition of new technology
- ▶ Carry out strategic investment, including M&As, to achieve growth

Building a solid business and management foundation

- ▶ Reform existing business processes (sales/ production)
- ▶ Construction of a robust supply chain to deal with a range of risks
- ▶ Build a strong group infrastructure base
- ▶ Improve effectiveness of business portfolio management

● Financial targets

Using the platform (foundation) that we have built up through the previous Mid-term Management Plan, we will aim to make these three years a period in which we accelerate the evolution of our business.

In specific terms, by working to further strengthen our core businesses while boldly taking on the challenge of growth businesses, we will aim to achieve a record high for consolidated sales and operating profit of 200 billion yen and 15 billion yen respectively in the fiscal year ending March 2027.

The ROE target for the fiscal year ending March 2027 shall be at least 9.0%, and we will achieve an ongoing increase in ROE by increasing capital efficiency through the pursuit of an optimized balance between growth investment and shareholder returns.

- Use the platform (foundation) that built up through the previous Mid-term Management Plan to make these three years a period of accelerating the evolution of our business
- Work to further strengthen our core businesses while boldly taking on the challenge of growth businesses and achieve a record high for sales and operating profit
- Achieve an ongoing increase in ROE by increasing capital efficiency through the pursuit of an optimized balance between growth investment and shareholder returns

Consolidated sales

Year ending March 2027

200 billion yen

Of which overseas sales:

20.0 billion yen

(overseas sales ratio)

10%

CAGR
7.6%

Year ending March 2024

160.7 billion yen

(Of which overseas sales) 15.4 billion yen

Consolidated operating profit

Year ending March 2027

15.0 billion yen

Operating profit margin: 7.5%

CAGR
7.8%

Year ending March 2024

11.9 billion yen

Operating profit margin: 7.4%

ROE

Year ending March 2027

At least 9.0%

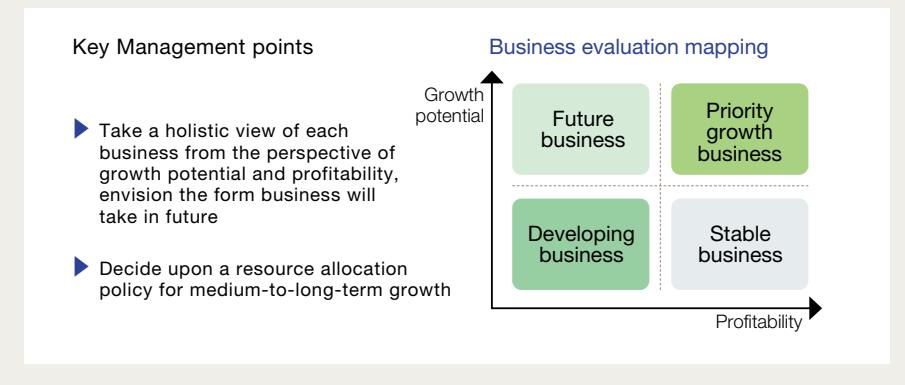
Mid-term Management Plan

● Business portfolio

Basic policy

Achieve ongoing growth in group earning power through optimum allocation of management resources

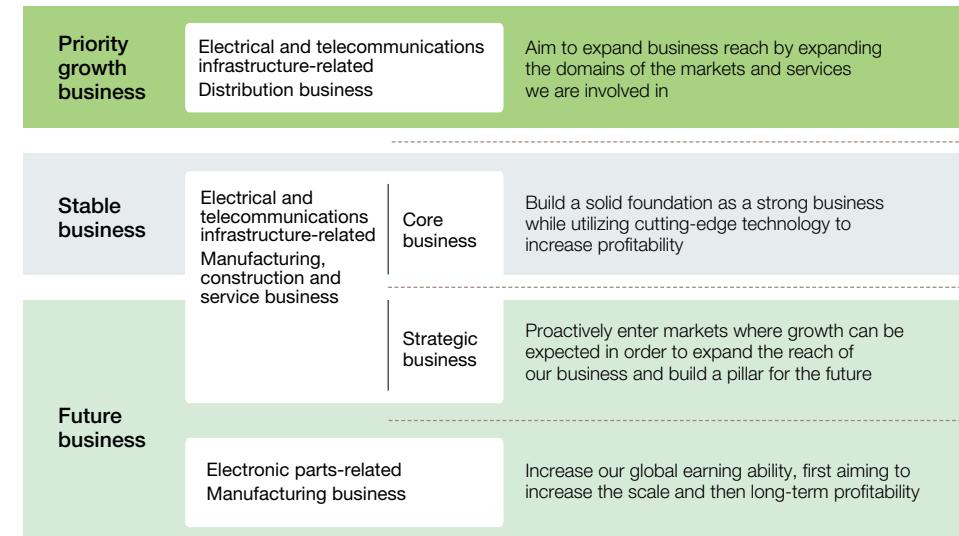
- In order to achieve our long-term vision of "Strive to solve problems sincerely and continue to tackle the challenge of creating new value", ensure proper business portfolio management and swiftly invest in business where growth can be achieved
- In order to sustain value creation in the group as a whole, aim to implement management from the perspective of groupwide optimization



(This indicates our basic policy for the NITTO KOGYO GROUP's business portfolio management.)

Direction of growth

We will clarify the position and direction of each business from the perspective of growth potential and profitability to undertake our business



(This indicates our approach to growth for each of the NITTO KOGYO GROUP's business segments.)

The NITTO KOGYO Group is striving to expand its business domains while shoring up its business foundation with the two pillars of challenge and reform.

Electrical and telecommunications infrastructure-related Manufacturing, construction and service business

We are enhancing the infrastructure for our core distribution board and enclosure businesses while working to improve productivity through the start of operations at the Seto Factory and creating synergies through collaboration with Temppearl Industrial. To take forward our process of globalization, we have exhibited at exhibitions held overseas and worked to improve local production capacity. Furthermore, we have established a control board DX alliance, made proposals for energy management systems for the promotion of GX, and taken other such actions in our proactive approach to developing new markets.

Electrical and telecommunications infrastructure-related Distribution business

We have put in place a system to propose solutions for each individual customer, and commenced activities to make such proposals. Driven by the contracts won for semiconductor factory construction projects and a growing appetite for IT investments, sales of network devices and components have grown significantly. Data centers and the factory automation markets, where strong growth is expected, are particularly important targets for us, and we are working to expand our business domain beyond sales of goods to encompass everything from proposals to installation and construction. We have also taken forward data collaboration with business partners with the goal of bringing evolution to our supply chain.

Electronic parts-related Manufacturing business

Toward the expansion of overseas business and enhancement of solutions, we have proactively held seminars for overseas customers and promoted our EMC measures support. Furthermore, we have worked to provide a wide range of solutions pertaining to EMC for the domestic automotive industry by leveraging our testing facilities. In specific terms, we are also working to enhance our relations with Japanese manufacturers in the automobile and appliance markets while developing new relationships with overseas manufacturers. On top of this, we will advance our development of noise suppression technology for which demand will grow due to electrification and electronification, and strengthen collaborations with overseas testing sites.

Business strategy Plan



Great start to the 2026 Mid-term Management Plan, steady progress in all business domains

Managing Director

Koichiro Sato

Status of business in year ending March 2025

In the year ending March 2025, the first year of the 2026 Mid-term Management Plan, our core electrical and telecommunications infrastructure-related manufacturing, construction and service business saw a major increase in revenue and profit thanks to factors including the addition of Tempearl Industrial to the group. After the reclassification of Covid-19 as a Class 5 disease, Distribution Board Department sales grew thanks to the trend towards recovery of the Japanese economy. Other positive factors included demand for replacement equipment to make high-voltage power receiving equipment highly efficient, and price revisions.

The electrical and telecommunications infrastructure-related distribution business saw increased revenue and profit thanks to successfully winning contracts pertaining to the construction of facilities such as semiconductor factories and data centers.

However, the electronic parts-related manufacturing business saw a slight fall in revenue due to a decline in demand from markets such as the industrial device market despite a recovery in appliance-related demand and demand from overseas automobile markets.

Categorizing businesses from the perspective of growth potential and profitability

In the 2026 Mid-term Management Plan, we will classify each business as a priority growth business, stable business, or future business along the two lines of growth potential and profitability.

We have classified the electrical and telecommunications infrastructure-related distribution business as a priority

growth business. As a direction for growth, we aim to expand business reach by expanding the domains of the markets and services we are involved in. SunTelephone is at the core of this business and is engaged in activities that include the wholesale and import/export sales of information and communication devices, components, and construction materials, and it is expanding its business in the new domains of renewable energy, disaster prevention, and IA networks. One example of this is import sales of the dinnteco lightning rod that reduces the impact of lightning strikes. With a view toward global expansion, our strength as a trading company lies in our ability to propose comprehensive solutions that encompass a wide range of products both in Japan and overseas. We are also working to bring evolution to our supply chain management and undertaking further digitalization of the sales process.

We classify our electrical and telecommunications infrastructure-related manufacturing, construction, and services businesses as our core and stable businesses. The aim of our approach to growth is to improve existing business processes and advance DX to further strengthen the business foundation, while leveraging cutting-edge technologies to increase profitability.

A symbol of our foundation strengthening is our Seto Factory, which began operations in April 2024 as a smart factory. At this factory, which manufactures steel enclosures, system racks, and other products, we have built a fully automated production line utilizing the latest technology to reduce labor and improve efficiency. In addition, we have worked to improve efficiency in the production of CAD design drawings for distribution boards created by electrical

Business strategy

engineers. This has led to the development of an automated system that generates design drawings for these distribution boards, and this is now used not only internally but also by our customers. These initiatives help address labor shortages caused by Japan's declining birthrates and its aging population alongside other such issues. We believe that our smart factory and automated design systems will contribute to the distribution board industry and the broader electrical equipment sector.

Building future pillars of business in overseas markets and environment related domains

Our future business strategy positions energy management and global business expansion — both newly integrated into our core electrical and telecommunications infrastructure-related manufacturing, construction and service business — as key strategic pillars.

In the energy management business, we are pursuing a one-stop solution model through collaboration within the NITTO KOGYO Group, including companies such as EM Solutions, established jointly with electrical equipment manufacturers and general construction firms, and NANKAIDENSETSU, an electrical and communication facility construction company. Although this business only began in March 2024, we already feel that it will support our future growth.

In overseas markets, we are working to build recognition as a trusted brand by adapting the business models developed in Japan to meet the specific needs of each country. We have several group companies in China and Southeast Asia, and we are steadily strengthening

our brand recognition. Going forward, we will continue expanding our global activities, building international networks, and aim for further growth.

We have also positioned our electronic parts-related manufacturing business as a future business, and in our approach to growth, we are focusing on expanding overseas business and enhancing our solutions. Our aim is to strengthen our ability to generate revenue globally by first increasing business scale, and improving overall profitability in the long term. A crucial element of this strategy is the EMC (electromagnetic compatibility) technology possessed by KITAGAWA INDUSTRIES, which plays an essential role in enhancing our solutions. KITAGAWA INDUSTRIES operates an EMC Center capable of conducting a wide range of tests required for EMC countermeasures. Its strength lies in the fact that it is able to provide both EMC countermeasure products (hardware) and EMC solution services (software). By rolling out and developing these services internationally in the same way as in Japan, we aim to expand our global business.

Creation of synergies to support our core businesses: an important theme

As a group-wide strategy, it is very important to generate synergies at as early a stage as possible among group companies that support our core businesses. While each company is fully functional independently, furthering collaboration across development, production, and sales enables the creation of significant group synergies. For example, since the business domains in which NITTO KOGYO and Tempearl Industrial work have many aspects



in common, I believe that jointly undertaking production and development can lead to cost reductions, BCP measures, and new product development among other such things, thus creating new value. I believe that achieving sustainable growth and increasing corporate value requires the combined strength of the entire group. The invaluable assets including technology, expertise, customer networks, and human resources that each company has cultivated over the years serve as a driving force for our growth when organically connected across the group. I am confident that this integrated approach is the most effective way for us to fulfill our social responsibilities. Going forward, we will aim not merely for additive collaboration that focuses on operational alliances or cost reduction, but for multiplicative synergy by combining the strengths of each party to create new value.

Finance and capital strategy / business infrastructure reform



Establishing a system for sustainable growth powered by challenge and reform

Managing Director

Akitaka Tejima

Summary for financial results of fiscal year ending March 2025 and start of the 2026 Mid-term Management Plan

The 2026 Mid-term Management Plan, which began in FY2024, is positioned as the phase in which the NITTO KOGYO Group will establish a mechanism for growth within its long-term growth story. By addressing both opportunities and risks with challenge and reform as the two drivers, the plan aims to expand our business and strengthen our business infrastructure.

In FY2024, the first fiscal year of the plan, the group achieved record-high consolidated net sales of 184.6 billion yen, surpassing previous record set in FY2023. Operating profit reached 13.4 billion yen, and net profit stood at 12.0 billion yen, exceeding the target of 10.0 billion yen set in the Mid-term Management Plan. In addition, as things stand, we have achieved an ROE of 10.8%, surpassing the target of 9.0% or higher.

The increase in net sales was mainly driven by the consolidation effect of Tempearl Industrial, which joined the group last year, as well as price revisions and improvements in project pricing. We recognize, however, that our internal growth was limited. Although the gain on negative goodwill from the Tempearl Industrial acquisition boosted profits, that factor will no longer contribute this fiscal year, and it is expected to turn negative. In light of this, our key challenge going forward is to achieve sustainable growth through the optimal use of internal resources.

We must also consider the impact of US tariff policies. While no direct impact has been observed so far, there are

risks such as a potential cooling of domestic investment sentiment and heightened price competition due to a fall in the number of contracts available. I believe that these external environmental changes demand a flexible response.

Looking ahead, the main issue over these three years will be how to use the growth mechanism established by FY2026 to obtain sustainable growth beyond FY2027. Market conditions are favorable, and I believe that achieving the quantitative targets set in the Mid-term Management Plan is highly feasible. But sustainable growth cannot be achieved when internal growth is weak, so we are currently experimenting with various challenges to try and identify what the best practice for the group are. From the second year of the 2026 Mid-term Management Plan, we will focus on the seeds of growth identified through these efforts, while simultaneously encouraging a transformation in employee mindsets to support long-term, sustainable development.

Progress and issues by operating segment

In the electrical and telecommunications infrastructure-related manufacturing, construction and service business, robust capital investment drove strong sales of distribution boards, combined with the impact of M&A activities, this segment achieved sales of 114.2 billion yen, surpassing the target for the fiscal year ending March 2025. This segment also accounted for over 70% of total profits, making it a core business for the group.

The electrical and telecommunications infrastructure-related distribution business also achieved significant growth. When the specialized telecommunications trading company SunTelephone joined the Group in 2013, sales

Finance and capital strategy / business infrastructure reform

stood at approximately 25.0 billion yen. This has now grown to nearly 56.0 billion yen. This segment has expanded significantly through factors including new business initiatives forming a driving force in the energy and industrial domains and other areas. In terms of the points of contact it has with cutting-edge data and customer needs, it also plays the role of a key marketing function for the group, and I believe that further investment in this area may be a topic for consideration.

In the electronic parts-related manufacturing business with its three main pillars of automotive, industrial equipment, and appliances, the automotive and appliance domains are tending toward recovery. But the industrial equipment domain continues to face challenges due to tight supply-demand conditions for materials and currency fluctuations.

Regarding overseas expansion, the ratio that overseas sales constitute of the group's total sales remains around 10%. This makes expanding sales channels an issue that needs to be addressed in light of the domestic market's contraction. Although the group counts mass production of high-quality products and reliable performance in terms of deadlines and delivery among its strengths, these are yet to be fully leveraged in local markets overseas where price and specification requirements often diverge. Going forward, we believe there is a need for a shift in mindset that will involve approaches such as developing products tailored to overseas market needs and undertaking region-specific strategic expansion.

	By segment	¥1m)		
		Year ending March 2024	Year ending March 2025	Year-on-year change (%)
Sales	Outcomes	Outcomes	Year-on-year change (%)	
	Electrical and telecommunications infrastructure-related manufacturing, construction and service business	95,132	114,230	20.1%
	Electrical and telecommunications infrastructure-related distribution business	50,975	56,046	9.9%
	Electronic parts-related Manufacturing business	14,601	14,406	△1.3%
	Total	160,709	184,683	14.9%

M&A as a growth strategy

While the NITTO KOGYO Group undertakes mergers and acquisitions in Japan and overseas, we do not merely seek to increase the scale of our business; we focus on how businesses complement each other and on entry into new markets, thus approaching M&A with a view to creating value for the group as a whole. Expanding the market share of the NITTO KOGYO Group is a major theme, and the incorporation of Tempearl Industrial — a company in the same industry — into our group was undertaken with the aim of enhancing our business infrastructure through business restructuring.

In addition to M&A, we are also looking to restructure the distribution board market by other means. Through alliances with distribution board and control panel board manufacturers, we hope to create a win-win relationship while continuing to make proposals that have a positive impact on the market. By doing so, we will aim to achieve growth in the group's results and to bring

soundness to the Japanese market and the industry.

Fully-fledged DX and human resource cultivation

The most significant topic of the fiscal year ending March 2025 was the start of full-scale operation at the Seto Factory, which utilizes advanced DX technologies. During the transition to a fully digitalized manufacturing process, the factory initially faced operational instability and system problems. However, by taking on these challenges and overcoming the inherent difficulties, we successfully achieved stable year-round operations, and view this as a major achievement. While numerous issues remain, the improved efficiency in custom product manufacturing can be expected to reduce inventory and management costs, thus greatly enhancing our competitiveness henceforth. We are also considering replicating and implementing the mechanism established at the Seto Factory in our other existing facilities.

In addition, to promote DX across all companies, we launched open-application DX training aimed at DX human resource cultivation with the starting point of on-site issues. This training has seen the submission of numerous applications from employees across the group, mainly from younger staff. With learning opportunities in place and human resources steadily developing, henceforth we will focus on practically applying the results of learning throughout the group.

Price revisions in line with market environment

Price revisions in line with rises in component and raw material prices contributed greatly to the favorable results for the year ending March 2025. There was widespread

Finance and capital strategy / business infrastructure reform

recognition across the market of the rise in the price of iron, copper, and other such materials, and this made it easier to obtain the understanding of customers. As such, there was no major opposition to price revisions as far as I am aware. Furthermore, we did not simply implement unilateral price revisions. I believe that a significant factor behind this lack of opposition was the fact that we had provided more than six months' prior notice and carefully explained the reason for these revisions to our customers. With regard to the products for which NITTO KOGYO is a price leader in the industry, we will act with responsibility and set prices appropriate to the market environment. Concerning the price revisions in October of this fiscal year, our revisions include products with prices revised to keep up with other companies who are the price leaders. We will continue to provide careful and detailed explanations, and ensure we maintain good relationships with agents and trading companies.

Sales trends for EMS-related products

Energy management system (EMS)-related products are expected to see a growth in demand going forward, and it is our view that the market is currently in a transition period. Of particular note, while demand for distribution boards equipped with a power supply switching function were strong in the previous fiscal year, this has declined due to the impact of other products starting to be equipped with a similar function. While sales of both high-voltage power receiving equipment in the field of solar power generation-related products and our series of rechargers for electric vehicles increased, this could not make up for this drop in demand and sales as a whole declined. I see reviewing this business model, which is prone to being impacted by

the market environment, and undertaking initiatives toward internal growth as a pressing issue to be addressed.

Financial/HR strategy and group management

The basic stance on financial capital in the 2026 Mid-term Management Plan is to make it a three-year period in which business evolves on the foundation of the infrastructure built up over the course of the previous Mid-term Management Plan, and to aim for record net sales and operating profit by further bolstering our core businesses while taking on the challenge of growth businesses. In the previous Mid-term Management Plan, the dividend payout ratio was 100% for two years, but our policy at present is to make this 50% in order to balance dividends with investment in growth.

While there are no major changes to our capital plan or investment plan, consideration regarding matters such as the setting of levels for capital costs continues to be necessary, and I see visualization of the results of the growth investment currently underway as an issue we need to address going forward.

With regard to HR measures, we will increase our baseline standards, including raising starting salaries and adjusting bonuses for existing employees. At NITTO KOGYO, we have raised the starting salary for university graduates to 300,000 per month starting this year. While this will entail the risk of personnel expenses becoming fixed costs, we are aiming to feed profits back to employees as fairly as possible while also enhancing our competitiveness in the graduate recruitment market. Going forward, we will work to increase our baseline standard across the group as a whole, and advance a sustainable HR strategy.



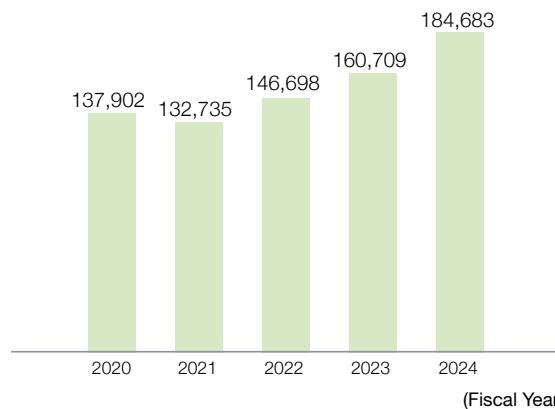
Dialogue with stakeholders and creation of job satisfaction

Regarding dialogue with stakeholders, we hold a quarterly online meeting with around 20 institutional investors in addition to a biannual financial results briefing. By enriching our IR materials and holding ongoing dialogues, we are striving to build a relationship of trust with our investors.

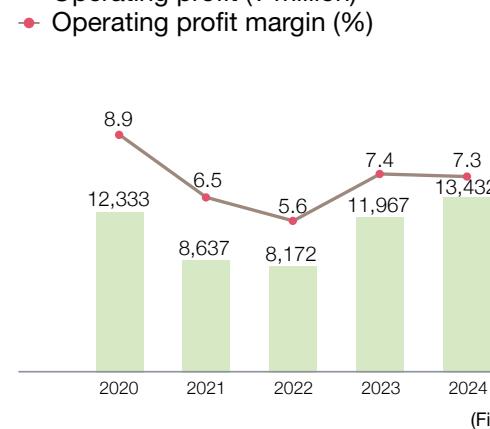
For our employees, we have embarked on a mission to achieve the job satisfaction reform set out by the President in the Top Message, and are working to build an environment in which each and every employee takes pride in their work and can get a real feeling of social contribution and of our corporate results. Something that was particularly well received by employees, for example, was an event where the families of employees were invited to the company. I believe that being able to show their families the actual place where they work leads to employees feeling a sense of pride in their work. Furthermore, we have also taken other measures toward flexibility, including the introduction of a system to rehire former employees. Going forward, by putting in place a system and environment to increase the motivation of employees, we will aim for sustainable growth of the company.

Financial Highlights

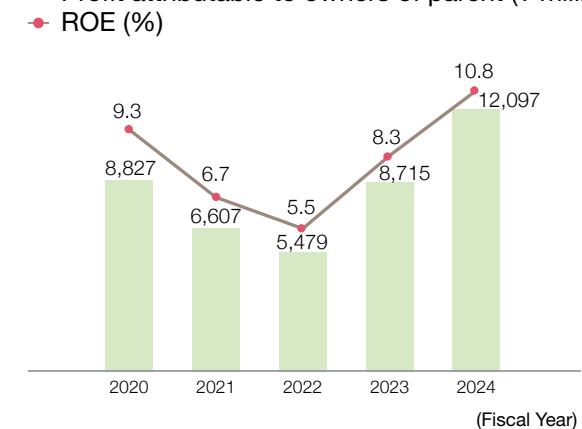
■ Net sales (¥ million)



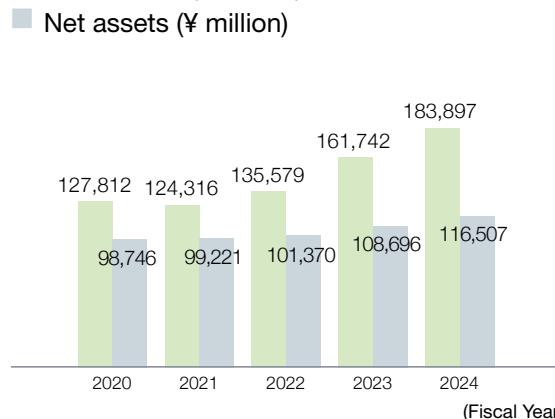
■ Operating profit (¥ million)



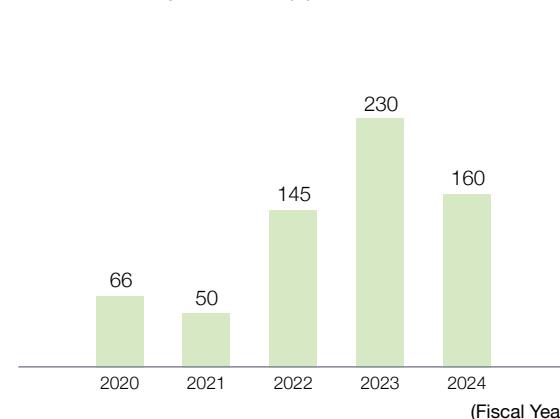
■ Profit attributable to owners of parent (¥ million)



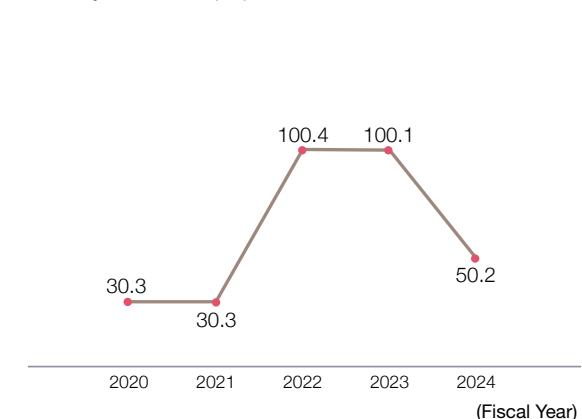
■ Total assets (¥ million)



■ Dividend per share (¥)



■ Payout ratio (%)



Group Management



We will create new value by
maximizing group synergy

Director

Koichi Takenaka

Increased sophistication of group management

The NITTO KOGYO Group is aiming for sustainable growth and increased corporate value, and deems bringing sophistication to group management to be an important topic.

In our core distribution board business, the NIKKO KOGYO Group offers a broad lineup of products that range from standard products to high-voltage and low-voltage customized products and large-size products, and in addition it also offers components that include circuit breakers and enclosures. Furthermore, having multi-faceted business domains as wide-ranging as construction and maintenance, CAD software development, manufacturing of electronic components, and trading and logistics functions allows us to deliver a broad variety of solutions to customers, which is a major strength for us.

The NITTO KOGYO Group is working to enhance communication within the group in order to further strengthen our core businesses while making our business multi-faceted in nature. On the basis of the group's mission and vision, the companies that constitute the NITTO KOGYO Group are enacting and implementing their own strategies and tactics, but by enhancing multilayered communication within the group, we produce a group synergy.

In terms of the further sophistication of management, the latest status of management is shared at executive-level meetings attended by officers from NITTO KOGYO and group companies, and by dispatching directors from NITTO KOGYO to each company, we ensure that there is a lively discussion regarding the management of these companies. In addition, we ensure a close exchange of information by,

among other measures, having representatives of the NITTO KOGYO corporate planning department attend important meetings held by each group company, and in doing so provide ongoing support for management through optimization of the group's management resources and agile collaboration. Other departments are also working to, among other things, invigorate exchanges among personnel and information exchanges, improve technology, make sales and services more sophisticated, and take forward strategic projects through collaboration within the group. For example, by unifying the group's IT infrastructure, the DX department has succeeded in both strengthening security and streamlining operations, therefore successfully establishing a stable IT infrastructure on which the NITTO KOGYO Group as a whole can operate.

I also believe that communication with customers and business partners is important. NITTO KOGYO was originally a manufacturer that supplied switches, circuit breakers, and components for other applications, and there are many cases in which we also supply our industry peers with finished products in which these components are used. In other words, even competing manufacturers in the field of distribution boards are, in some cases, also customers of our group, and when such customers so request, we have actively provided assistance. These initiatives not only contribute to the expansion of the NITTO KOGYO Group's business but also help find solutions for issues faced by the industry as a whole. As a result, they play a significant role in increasing our group's corporate value within the industry. Going forward, we will further strengthen communication with our customers and business partners to maximize the value provided by the group as a whole.

Group Management

Creating new business through group synergy

The NITTO KOGYO Group is aiming to create group-wide synergies by making maximum use of the expertise of each group company, and in doing so create new value. Currently, we are focusing on businesses related to energy saving and renewable energy, which will lead to conservation of the global environment. We are also developing new businesses such as the EMS (energy management systems) business that promotes energy efficiency in office buildings, factories, and retail stores, the business for series of charging stands for EV/PHEV, and the business for self-consumption storage battery systems utilizing reused EV batteries for solar power generation. In 2023, we established the joint venture EM Solutions that provides comprehensive EMS-related solutions from consulting and design to construction and maintenance. Going beyond EMS, EM Solutions will play a significant role in developing new environment-related solution businesses across the group. For example, for customers who want to install solar power generation equipment at commercial parking lots, we can provide one-stop services that include the design and construction of charging stands for EV/PHEV, PV junction boxes, and Automatic Transfer Switches.

Going forward, the group will continue to develop new businesses that contribute to strengthening the resilience of the electric and information infrastructure that is becoming increasingly vital in an electrified and digitalized society by leveraging the collective strengths of our group and creating partnerships with other companies that are experts in their fields. In addition, the group will work in a unified manner to strengthen its financial constitution, enhance productivity

and quality, advance research and development, and undertake DX, all with the goal of achieving sustainable growth and increasing corporate value.

Contributing to a sustainable society as a unified group

Under the leadership of the Sustainability Committee, the NITTO KOGYO Group as a whole takes a particularly proactive approach to environmental activities. With regard to greenhouse gas emission reduction, we share the progress made by each group company and roll out successful initiatives across the whole group to maximize the overall reduction effect. We are also engaged in social contribution activities that promote a circular economy. For example, our “Aichi Circular Economy Project Team” recycles old uniforms into eco-bags and work gloves and donate them to local authorities. We recognize that environmental initiatives are challenges shared by the entire community, and we place great importance on collaboration with local communities and undertake our business activities with a strong focus on creating social value.

Furthermore, human resources are indispensable when it comes to progressing with sustainable group management. Through exchange within the group, we are focusing on developing talent with diverse perspectives while also fostering DX specialists essential for business reform and new business development, as well as nurturing human resources to undertake global expansion in order to support the growth of the group as a whole.



As such, I believe it is essential to create an environment where every employee respects human rights and can vibrantly engage in work. Together as a group, we aim to build an organization where a diversity of human resources can leverage their capabilities and contribute to value creation.

The group will continue to meet the expectations of all stakeholders by both pursuing economic value and creating social value, thus contributing to the realization of a sustainable society.