

NITTA IMPACT

Nitta's vision and envisioned impact

Vision for 2030

Nitta manufacturing is responsive to society's advances, continuously meeting customer needs. Accelerating these activities, we will move forward without hesitation in these times of great change.

Increase in economic value FY2030 financial targets

| | |
|--|--|
| Net sales | Operating income ratio |
| 120 billion yen | 8.0% |
| Business ROIC | New product sales ratio |
| 9.0% | 10.0% |
| Overseas sales growth rate | Capital expenditure amount |
| 180% <small>(Compared with FY2020)</small> | 40 billion yen <small>(Data: FY2021 to FY2023)</small> |

Creation of social value

- New products that contribute to realizing a low-carbon, recycling society developed
- Initiatives to promote ESG management and achieve the goals of the SDGs
- Work environments where individuals can exert their sensitivities and creativity

2025
140th Anniversary

Material issues for contributing through business activities



- Material Issue 1: Achieve a low-carbon society by reducing greenhouse gases**
 - Develop CO₂-reducing products
 - Develop energy-saving products
- Material Issue 2: Reduce environmental impact and realize a recycling society**
 - Upgrade and switch to energy-saving equipment
 - Promote 3R and waste reduction activities
- Material Issue 3: Forest management that contributes to global warming countermeasures and preservation of biodiversity**
 - Maintain and expand Company-owned forest areas and timber volume
 - Create a biodiversity-conscious environment
- Material Issue 4: Demonstrate social responsibility throughout the value chain**
 - Install CSR Procurement Guidelines
 - Issue Declaration of Partnership Building in March 2022
- Material Issue 5: Provide motivating and appealing work environments**
 - Promote active participation by women
 - Promote utilization of foreign human resources
 - Develop global human resources
- Material Issue 6: Pursue customer satisfaction**
 - Reduce in-process defects
 - Strengthen processes to realize commercialization

E Environmental



S Social



Businesses and strategies for creating new value

Shift Innovator with Manufacturing at Our Core

SHIFT2030 SHIFT INNOVATOR

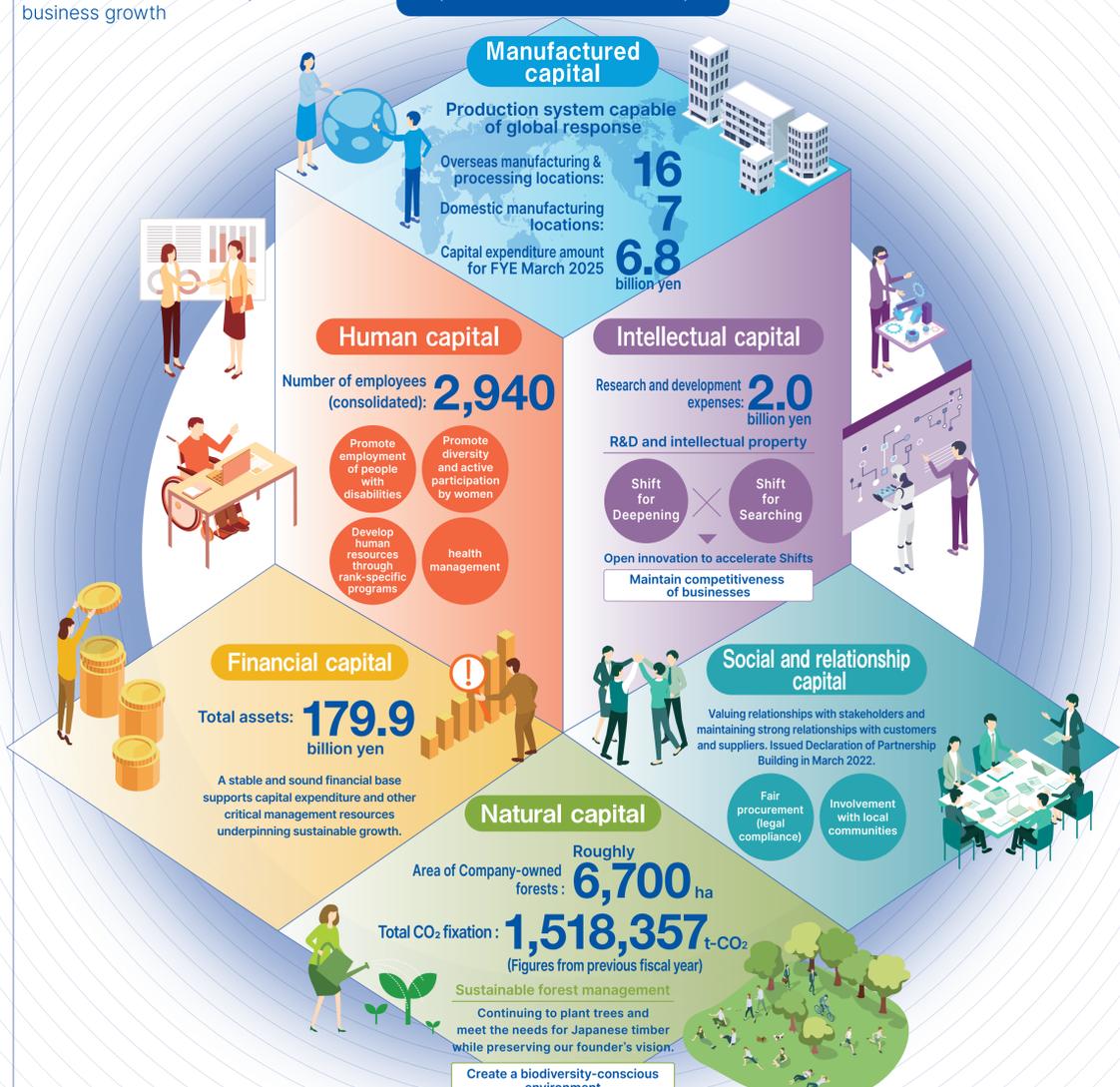


Three major Shifts for achieving our vision

- 1. Shift for Growth**
 - Sustainably grow existing businesses
 - Explore new businesses
 - Accelerate new product development
- 2. Shift for Corporate Value Enhancement**
 - Enhance quality and total cost competitiveness
 - Strengthen corporate governance and compliance
 - Promote ESG and achieve the Goals of SDGs
- 3. Shift for Further Globalization**
 - Further the global expansion of each business
 - Strengthen global support via the Corporate Section

Sources of value to underpin business growth

Sources of Nitta's Value (Business Foundation)



Sustainability management infrastructure

Environmental Initiatives

Disclosures based on TCFD recommendations

BCP measures

Nitta Group Business Continuity Basic Policy

Increased productivity and resilience through DX

Nitta's environmental initiatives



Material Issue 7: Promote compliance and strengthen risk management

- Continue to provide education and training on the Nitta Group Philosophy, Code of Conduct, etc.
- Support suppliers based on CSR Procurement Guidelines
- Identify risks and take steps to avoid, mitigate, and prevent them

G Governance



Management foundation



Universal approach

Nitta Group Philosophy

Going ahead with you

Nitta strives to move the world with innovative and meaningful ideas that provide the vision for a more advanced society and a more harmonious way of life.