



NISSHA

Accelerate growth in Mobility market

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- Social issues and business opportunities
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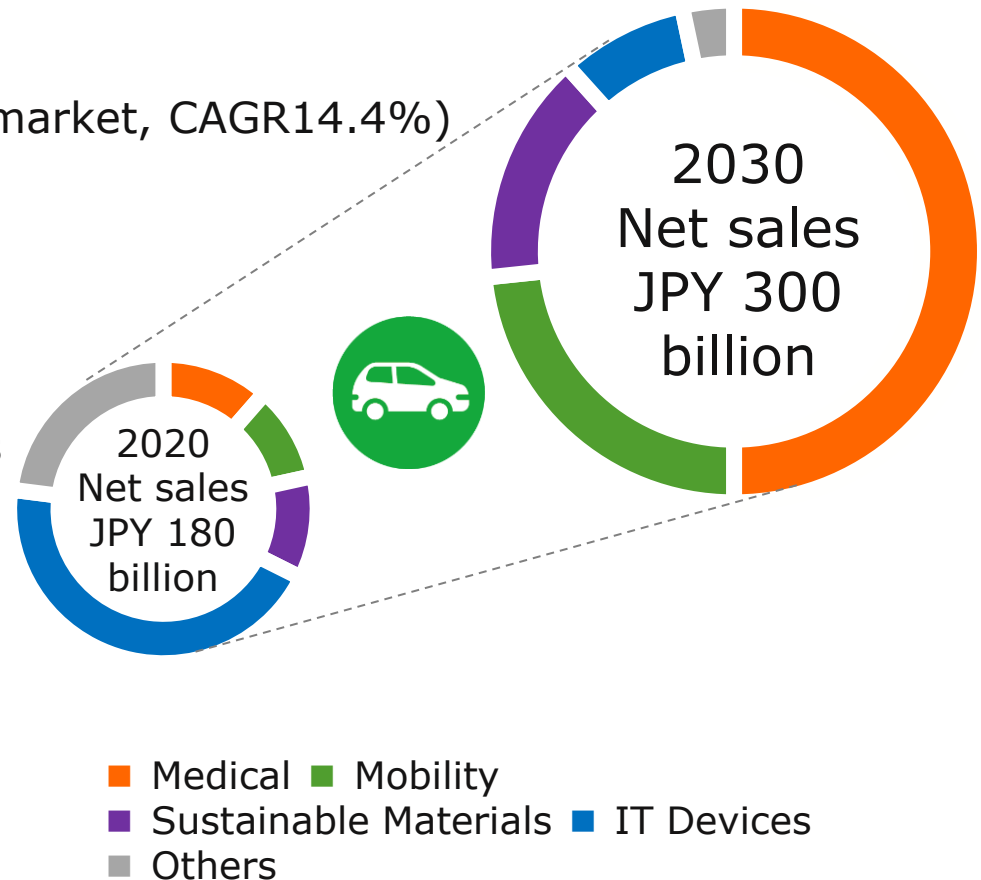
Sustainability Vision

Economic value

- Aim for JPY 300 billion of net sales
(including JPY 70 billion in Mobility market, CAGR14.4%)
- ROE 15%

Social value

- Solve social issues through business activities
 - Realize safe and comfortable mobility, solve medical issues, and contribute to a circular society
- Reduce 30% of total CO2 emissions in 2030 (compared to 2020)



Mobility business growth through 30-years history

Grown through expansion of product lineups and globalization, centered on interiors

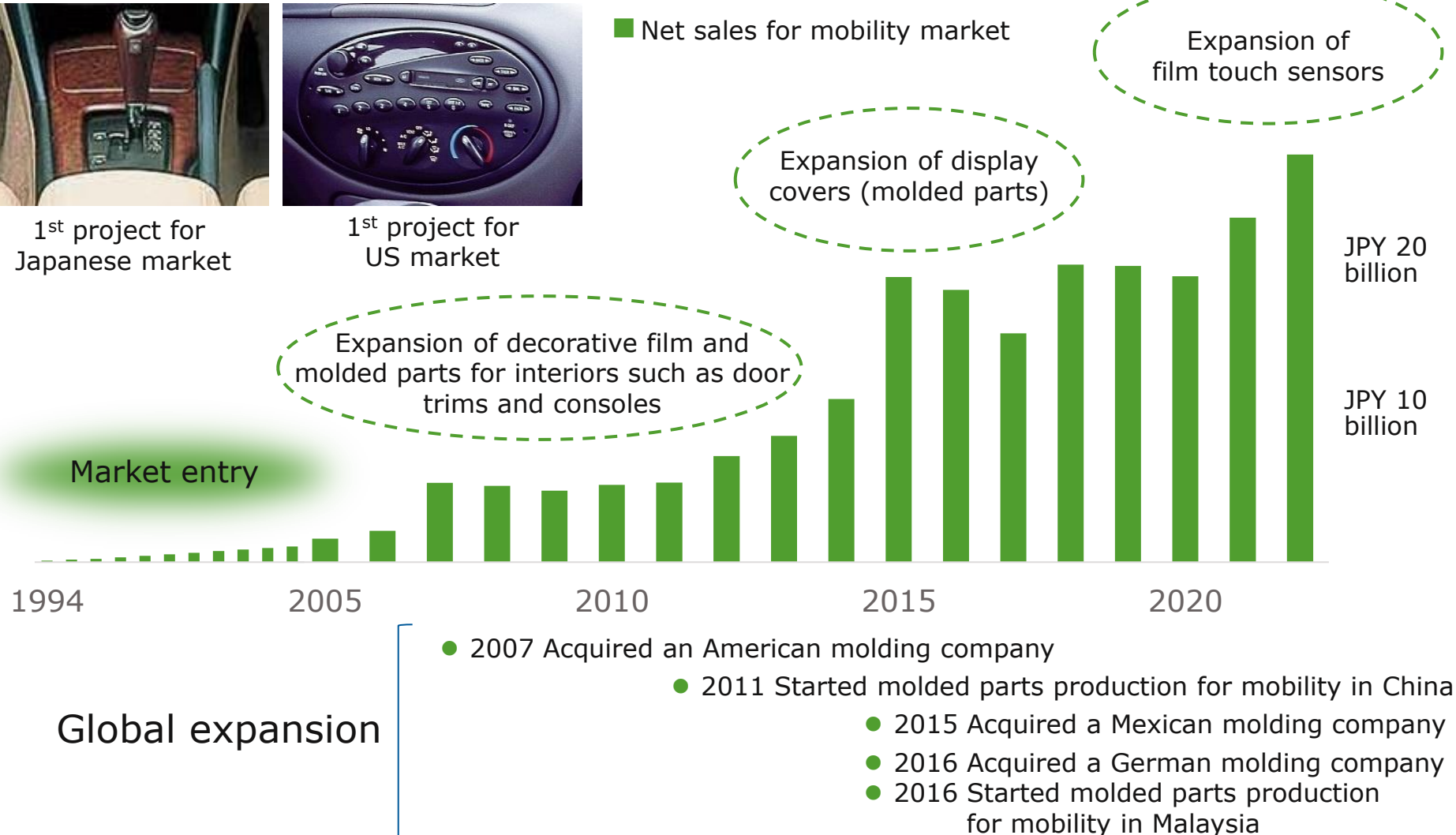


1st project for Japanese market



1st project for US market

■ Net sales for mobility market



Objective parts for decorative film, molded parts, and film touch sensors

Decorative film,
molded parts



Door trim



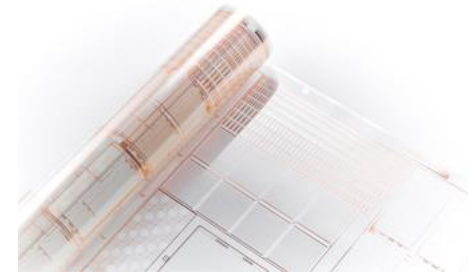
Console



Display cover



Film touch
sensors



Display



*The above images are for illustrative purposes only.

Decorative film and molded parts

High-quality interior decoration

Core Technologies

Printing



Molding



A variety of designs and textures

Wood grain pattern



Metallic pattern



Light transmission expression

OFF

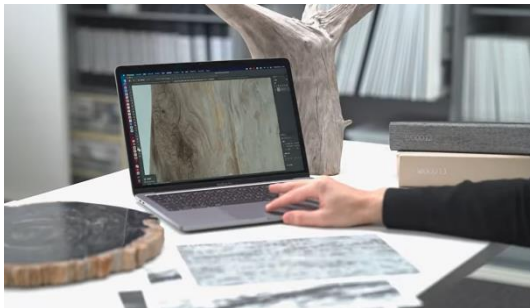
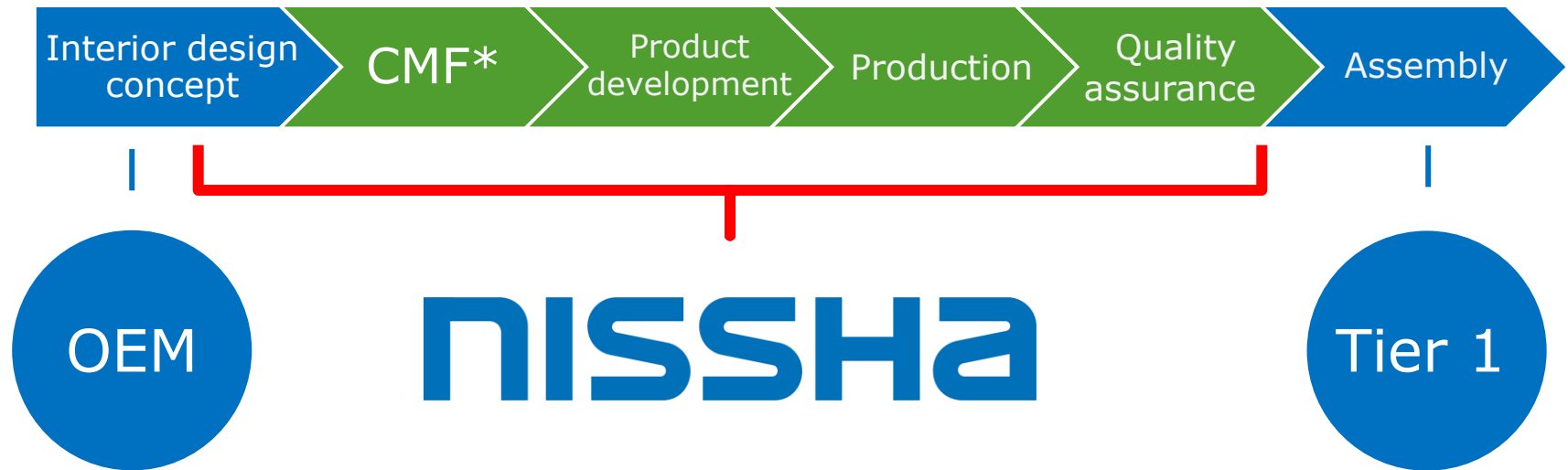


ON



Business model for decorative film and molded parts

Productization out of interior design concepts and supply products



*CMF : CMF=Color, Material, Finish

Decorative film and molded parts

Design proposal through CMF

Trend survey

Focusing on house
furnishings, fashion, etc.



Translation

Publish trend reports
and sample books



Proposal

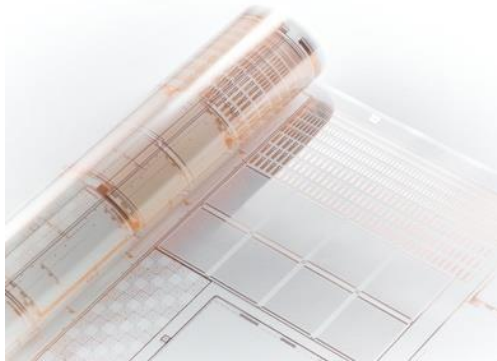
Mobility interior
concept proposals



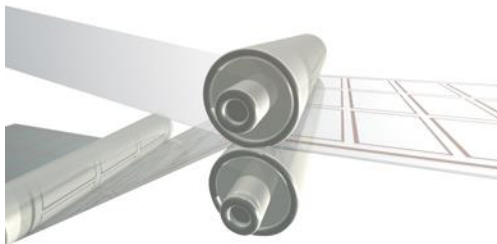
Provide high-definition film touch sensors with high flexibility in shape and form

Core Technologies

Patterning



Laminating



High optical characteristics

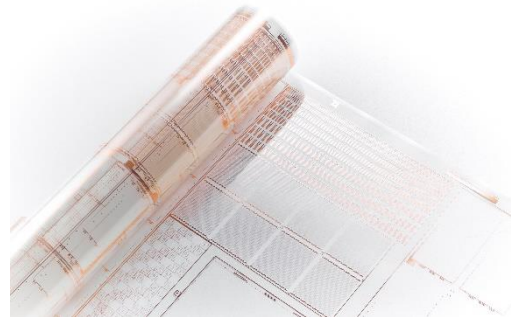
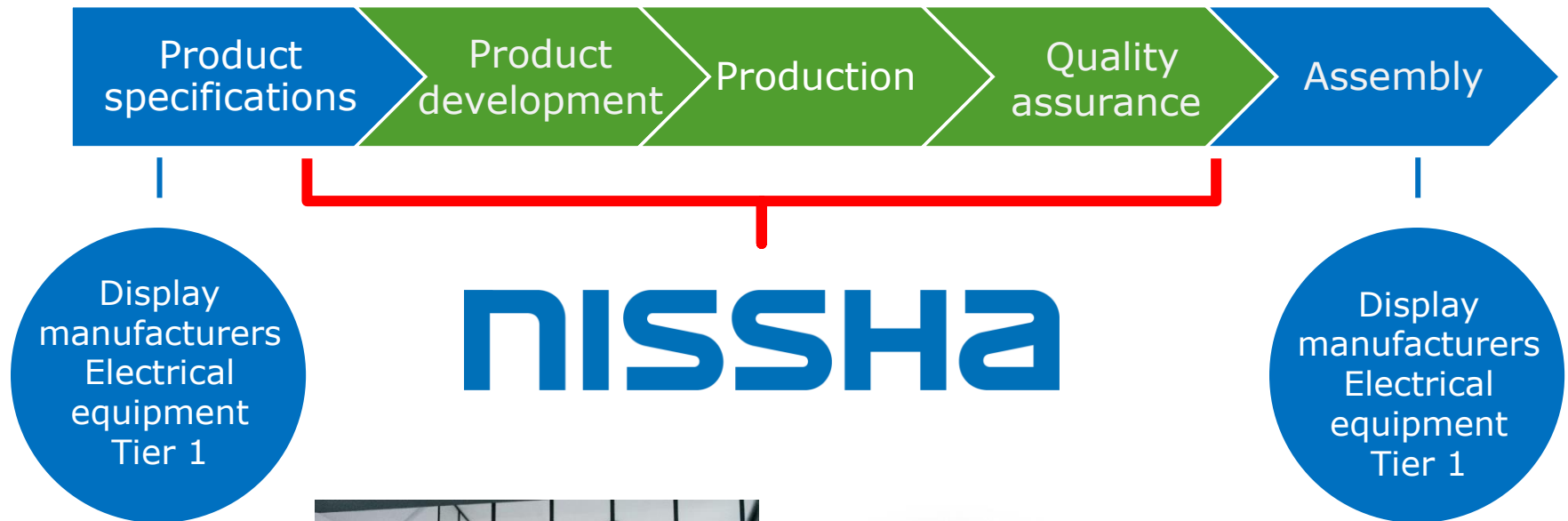


Available for large screen,
irregular shape, curved surface



Business model for film touch sensors

Deliver to display manufacturers or electrical equipment Tier 1, through proven design-development-production processes.

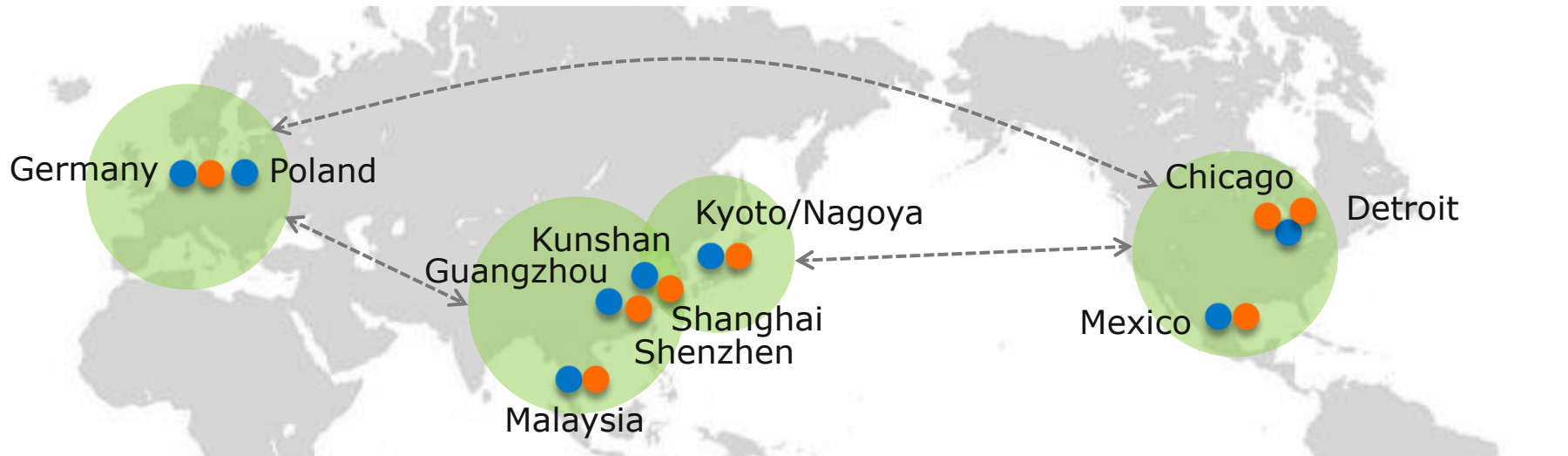


Global network

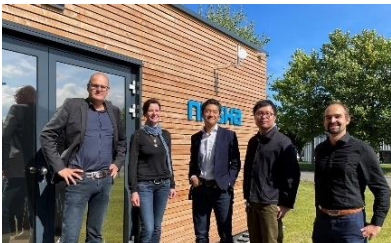
Local production for local consumption in major areas of mobility market (Marketing-Development-Sales-Production)

Acceleration of interregional synergies

- Sales/development
- Development/production



**Europe
development base**
NICE
Nissha Innovation Center
Europe



Frankfurt

**China
development base**
NICC
Nissha Innovation Center
China



Shanghai

**Japan
development base**
NICK
Nissha Innovation Center
Kyoto



Kyoto

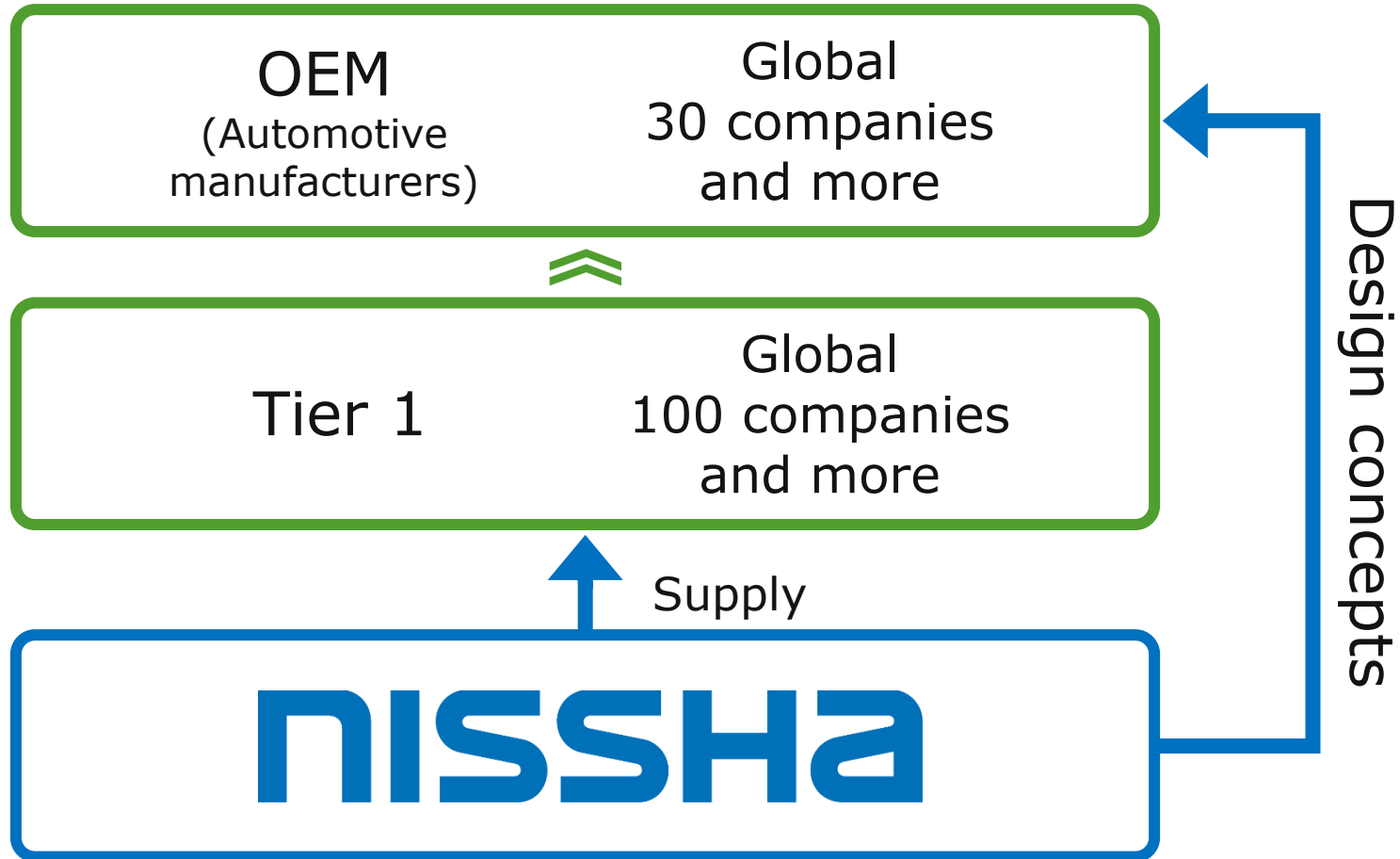
**US
development base**
NICA
Nissha Innovation Center
America



Chicago, Detroit

Customer base

Access key players in the mobility market supply chain



Mobility market reputations

CMF

Appreciate for Nissha's proactive and quick design suggestions.

OEM designer (US)

Global network

Providing timely and appropriate technical advice makes work easier.

OEM technical director (US)

Core Technologies

An independent Tier 2 to make aggressive proposals with abundant experience in the market.

OEM product planning (JP)

Track records

Totally excellent from CMF proposal to productization out of concepts, etc.

OEM designer (EU)

Out of ordinary with leading decoration capabilities as well as functional product expertise.

Tier 1 design (JP)

Owing to Nissha's global network, it is comfortable to work for global models

Tier 1 purchasing (JP, CN, EU, US)

Social issues and business opportunities

Social issues in Mobility market

Mobility market trends

Connectivity

Humans and cars
Cars and cars

Driving support Autonomous driving

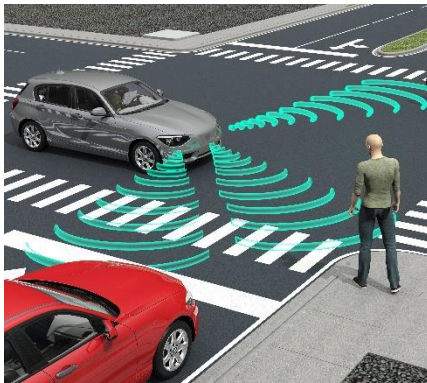
Sensing
Relieved of driving

Shift to EV

Weight saving
Change in design
orientation

Response to climate change

Decarbonization
Circular economy



Contributing to solve social issues with our capabilities

Comfort

More comfort in interior space

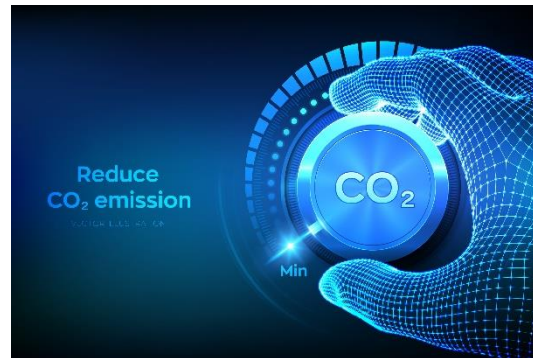
- Seamless interior design
- Information display using light transmission (interior)
- Comfortable textures
- Antibacterial



Sustainability

Environmental load reduction

- Decoration method with lower CO₂ emissions
- Recyclability improvement
- Improvement of fuel efficiency by product weight saving



Convenience and safety

Improving communication between humans and cars

- Intuitive input with touch sensors
- Information display using light transmission (exterior)
- Snowmelt/anti-frost heaters



Medium-to-long term vision and strategy

Developing products to contribute to comfort,
sustainability, convenience and safety

Aiming for net sales of JPY 50 billion in 2026

Numbers are 2026 vision (Net sales)

Comfort

Interior film decoration
JPY 23 billion



Sustainability

Exterior film decoration



JPY
4 billion

Convenience and safety

Film touch sensors



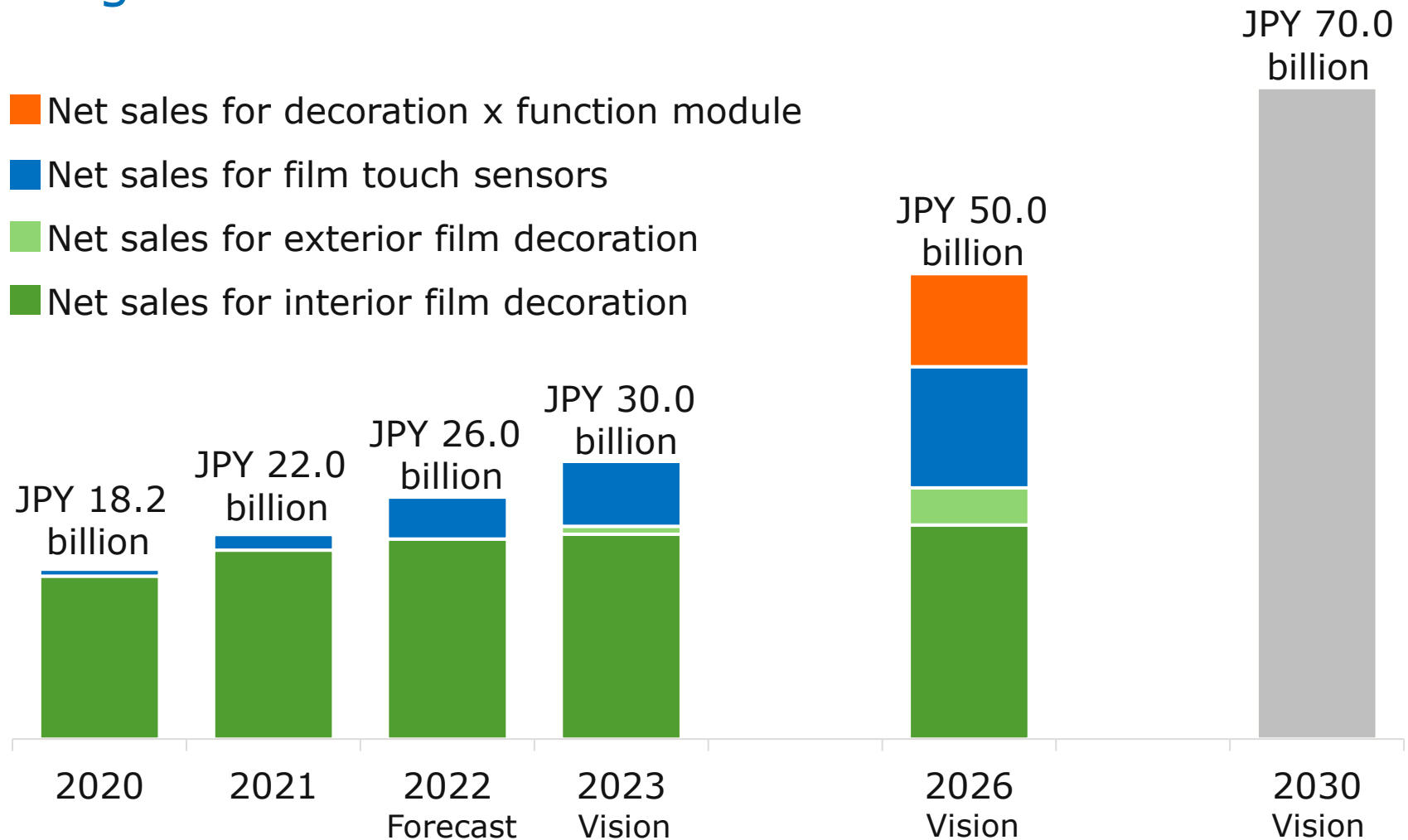
JPY
13 billion

New product
Decoration x Function
module
JPY 10 billion



Medium-to-long term vision

In 2026, Net sales JPY 50 billion, Operating profit margin 10% or more



Interior film decoration

Market environment / issues

- Global vehicle production CAGR3.9% (2020-2026)*
- Nissha has the top market share in global
- Seamless design
- Reduction of total CO2 emissions and improvement of fuel efficiency

*Source: IHS Markit, vehicle production forecast

Net sales target

2020
Result
JPY 17.5
billion

CAGR
4.6%

2026
Vision
JPY 23.0
billion

Growth strategy

- Utilize CMF to enhance superiority for decoration
- Local production for local consumption in global (sales, development, production)
- Recyclability improvement and weight reduction



Exterior film decoration

Market environment / issues

- Reduction of total CO2 emissions
 - More environmentally friendly methods than existing methods (plating, painting, etc.)
- Improvement of fuel efficiency
 - Product weight saving

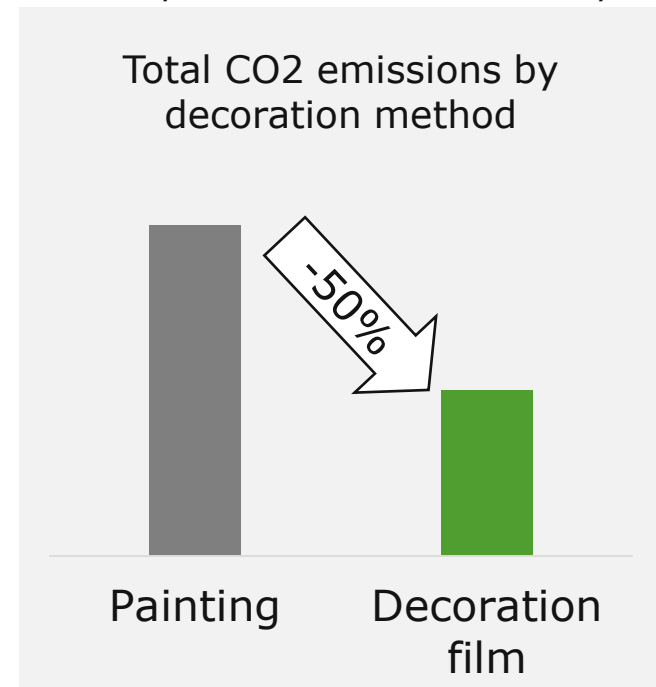
Target products

- Bumper, front grill, pillar



Our strength

- Reduction of environmental load by decorative film
 - 50% reduction in total CO2 emissions compared to painting*
- Decorative film: Variety of designs and textures, weather resistance, moldability



* According to our internal investigation

Film touch sensors

Market environment / issues

- Seamless design, Pillar-to-Pillar
- Larger screen, irregular shape, curved surface
 - 12" or larger displays are increasing rapidly (CAGR25%, 2020-2026)*
- Adoption of OLED displays increases (CAGR34%, 2020-2026)*

*Note: Predicted values from the source in below.

*Source: Yano Research Institute Co., Ltd. "2021-2022 Edition: Current Status and Future Prospects of the Automotive Display Market" (August 2021)

Net sales target

2020
Result
JPY 0.7
billion

CAGR
63%

2026
Vision
JPY 13.0
billion

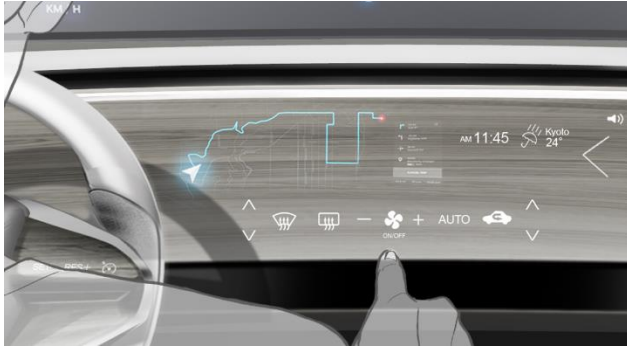
Growth strategy

- Good compatibility with OLED displays
- Mass production quality (production engineering, quality control, production capacity)
- Expansion of sales channels (Display manufacturers, Tier 1)



Decoration x Function module

For interior



Decoration
Wood grain /
Metal patterns
Light transmission
expression



Function
Touch sensors
Force sensors
Haptics, etc.



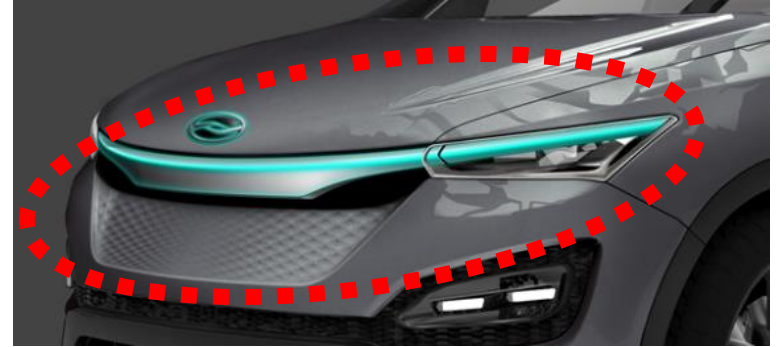
Comfort

**Convenience
and safety**

Seamless design

Improve input
usability

For exterior



Decoration
Light transmission
expression
Lower environmental
load process



Function
Lighting
Heaters, etc.



Sustainability

**Convenience
and safety**

Reduction of
environmental load
by film decoration

Improving
communication with
traffic participants
Improving sensing
performance

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