

2. CEO Message

Nissha Group is a forward thinking global company. The Mission of Nissha Group is to enrich people's lives by creating and developing technology into economic and social value through the diverse capabilities, passion, and leadership of the global Nissha Group. We are expanding three businesses: Industrial Materials, Devices, and Medical Technologies. In addition, we are also developing various businesses, such as Information and Communication, and Pharmaceutical and Cosmetics.

The Group views sustainability as "initiatives for sustainable growth and development for both the company and society." Based on this view, we consider social issues to be business opportunities. We

strive not only to leverage our strengths to provide products and services that help solve these issues on an ongoing basis, but also to strengthen the management foundation underpinning our business activities, reduce risks that could hamper business continuance, and promote governance to ensure these are all carried out appropriately. These activities will create the economic and social values stated in our Mission, allowing us to enrich people's lives.

The Group has set out where it wants to be in terms of management by 2030 in the form of our Sustainability Vision (long-term vision). We are aiming to create social value by providing products and services that contribute to solving social issues in the priority markets of medical, mobility, sustainable materials and IT equipment, and to achieve a 30% reduction in total CO₂ emissions in 2030 (versus 2020) with a view to carbon-neutral by 2050.

To realize our Sustainability Vision, it is imperative that we continue to provide value to society through our transactions with our customers. Our employees around the world who share our Mission are our driving force. In order to create value beyond conventional thinking amidst a drastically changing market environment, we are promoting diversity in various aspects, cooperating across countries, businesses, and generations, and creating an inclusive organization in which diverse human resources can thrive. We will also strive to increase employee engagement by developing human resources and fostering a corporate culture that enables each and every employee to demonstrate his or her strengths with passion.

We look forward to your continued guidance and encouragement.

July 2023

Junya Suzuki

Chairman of the Board, President and CEO
Nissha Co., Ltd.

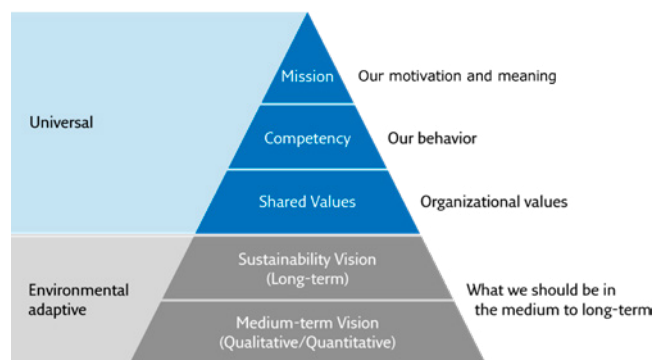



Nissha Co., Ltd. support the United Nations Global Compact since April 2012. We have in place various targets and work actively based on the 10 principles of the Global Compact in the area of human rights, labor, the environment, and anti-corruption.

3. Nissha Group Sustainability

3-1 Nissha Philosophy

Nissha has integrated its standards of thought, rules of conduct, and Mission—ideals held in high regard — into Nissha Philosophy that is greatly valued.



Mission

We realize the enrichment of people's lives by creating technology and developing it into economic and social value through the diverse capabilities, passion, and leadership of the global Nissha Group.

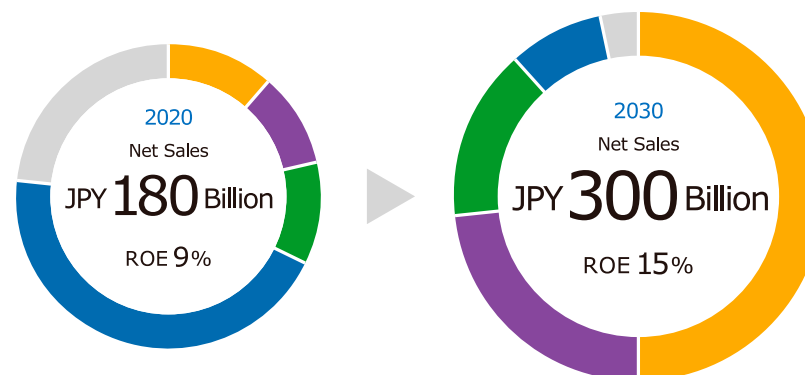
3-2 Sustainability Vision (long-term vision for 2030)

Nissha views sustainability as "initiatives for sustainable growth and development for both the company and society." We believe that solving social issues, which are primal needs, will support social development and lead to corporate growth.

Throughout our 90-plus year history, we have grown by evolving and expanding our core technologies and reorganizing our target markets. Under our Mission, we have analyzed the magnitude of social issues and the sustainability of market growth for the next 10 years, and relatively evaluated the added value that can be created through our core technologies. Based on this analysis, we have positioned Medical, Mobility, and Sustainable Materials as our growth areas.

Sustainability Vision (Long-term vision for 2030)

With integration and orchestration of the diverse capabilities of our people and our technologies, we will contribute to solving global social issues in the priority markets of medical, mobility, and sustainable materials, and realize the enrichment of people's lives.



Social value

- Solve social issues through business activities
- Solve medical issues, realize safe and comfortable mobility, and contribute to a circular society
- Reduce 30% of total CO₂ emissions, in view of carbon-neutral by 2050 (compared to 2020)

Economic value

- Aim for JPY 300 billion of net sales (including JPY 150 billion in medical business)
- ROE 15%

Medical

Solve medical issues

- Reduce patient burden (QOL improvement)
- Efficiency and labor saving in diagnosis and treatment
- Promote telemedicine (consultation and treatment)

Mobility

Realize safe and comfortable mobility

- Comfort: More comfort in interior space
- Safety and Convenience: Improve communication between people and cars
- Sustainability: Reduce environmental impact

Sustainable Materials

Contribute to a circular society

- Achieve carbon neutrality
- Protection of the natural environment
- Provision of petroleum-based plastic alternative

IT Devices

Contribute to solving social issues through our capabilities cultivated for IT devices

- Penetrate IT technology into society through advancement of digital transformation

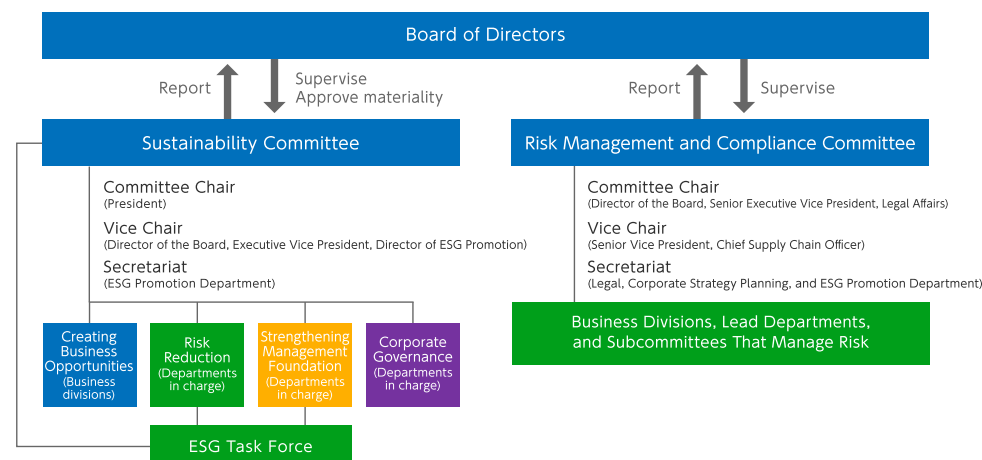
3-3 Promotion Framework for Sustainability

Nissha has established a Sustainability Committee, chaired by the President and CEO with the Executive Vice President (Director of ESG Promotion) as the Vice-Chair. This committee is composed of business organizations, divisions, and the ESG task force related to the themes of Creating business opportunities, Risk reduction, Strengthening management foundation, and Corporate governance, and which all work in concert with each other.

The ESG task force has been established to address the themes of Utilizing diverse human resources and developing global and management human resources, Respect for human rights, and Responding to climate change. These are considered to be particularly important from an ESG perspective, and the task force is responsible for accelerating activities for each of these at Nissha.

The Sustainability Committee holds a general assembly once per year, in which it authorizes the key performance indicators (KPI) and action items set by the main related business organizations, divisions, and the ESG task force based on the materialities determined through resolutions at the Board of Directors. In addition, monthly business reviews and quarterly progress confirmation meetings are held to confirm whether or not the set KPIs and action items are progressing as planned. Each business organization, division, and the ESG task force oversee the management of respective strategy items, KPIs, and action items. In the fiscal year ended December 2022, we held one Sustainability Committee meeting and two Progress Review Meetings.

■ Structure

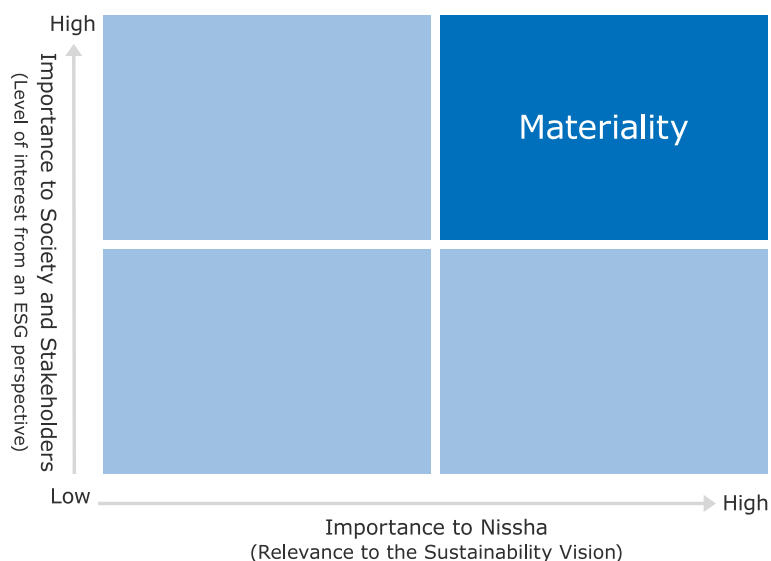


3-4 Materialities (Key Issues) and KPIs

3-4-1 Materiality Identification

To realize our Sustainability Vision, the Nissha Group identifies particularly important items as materialities. We also set and engage in specific strategy items, KPIs, and action items reverse-calculated to achieve 2030 goals.

Materialities are evaluated from the 4 perspectives of, Creating Business Opportunities, Risk Reduction, Strengthening Management Foundation, and Corporate Governance, using the two axes of importance to society and stakeholders, and importance to Nissha. In addition, we hold dialogues with stakeholders including customers, shareholders and investors, and include that insights in "importance to society and stakeholders". The identified issues and their positioning within the Group are discussed by the Sustainability Committee, and materialities are identified through deliberations and resolutions by the Board of Directors.



Materiality Identification Process

STEP1 Identify related social issues	Identify social and management issues related to the realization of the Nissha Group's Sustainability Vision by referencing SDGs ^{*1} , GRI Standards ^{*2} , RBA ^{*3} , etc.
STEP2 Prioritize	Incorporate knowledge gained through dialogue with customers, shareholders, investors, and other stakeholders regarding the social and management issues identified in Step 1, while analyzing and prioritizing on two axes: "importance to society and stakeholders" (considering SDGs, external evaluation, etc.) and "importance to Nissha".
STEP3 Verify validity	Examine the validity of the priorities via interviews conducted with business divisions involved in the Sustainability Committee, ESG task force and other organizations.
STEP4 Establish materialities, KPIs, and action items	Based on Steps 1 to 3, materialities are identified through deliberations and resolutions by the Board of Directors. In addition, business divisions, organizations, and the ESG task force incorporate strategy items, KPIs, and action items which are then approved by the Sustainability Committee.

*1. Sustainable Development Goals: Adopted by the United Nations in September 2015

*2. Global Reporting Initiative Standards: Global guidelines for sustainability reporting







*3. Responsible Business Alliance: International code of conduct for labor, health and safety, environment, ethics, etc. for the electronics and other industries

3-4-2 Materialities of Nissha Group / KPIs and Action Items

The Nissha Group is considering environmental changes that can potentially impact our business activities. We identify particularly important items for the realization of the Nissha Group Sustainability Vision as material issues and review these items once a year.







■ Creating Business Opportunities

Identified based on important social issues (needs) in the priority markets as stipulated in Sustainability Vision

	Materialities	Strategy Items (Scenario for achieving materialities)	KPIs and Action Items (FY2023)	Related SDGs
Creating Business Opportunities	Solve medical issues (Medical devices)	Expansion of business for Medical Devices / Healthcare market <ul style="list-style-type: none"> Contribution to medical care centered on minimally invasive (heart disease) and acute care fields 	Net sales of Medical Technologies business	
	Contribute to the safety and comfort of transportation and logistics, and the reduction of environmental impact (Mobility)	Expansion of business for Mobility market <ul style="list-style-type: none"> Providing mobility products that contribute to safety, comfort, and reduction of environmental impact 	Net sales of Mobility segment	 
	Promotion of circular economy (Sustainable Materials)	Expansion of business for Sustainable Materials market <ul style="list-style-type: none"> Promotion of circular economy Solving marine plastic pollution issues Contribution to improving resource utilization efficiency Biodiversity conservation considerations 	Net sales of Sustainable Materials segment	  

■ Risk Reduction






Evaluated and identified environmental and social risks that impede business continuity in aiming to achieve Sustainability Vision

	Materialities	Strategy Items (Scenario for achieving materialities)	KPIs and Action Items (FY2023)	Related SDGs
Risk Reduction	Respect for human rights	Reduction of labor and human rights risks	<ul style="list-style-type: none"> Number of child labor and forced labor cases at primary suppliers in areas* with high labor and human rights risks : 0 	
	Responding to climate change	Realization of Sustainability Vision (Reduction of CO ₂ emissions)	<ul style="list-style-type: none"> Reduction of total CO₂ emissions -9% (compared to 2020) 	
	Providing responsible products and services	<ul style="list-style-type: none"> Maintain and expand quality management system in accordance with our business strategy Improvement of quality assurance levels by incorporating quality-oriented designing Fostering and improving the quality mindset 	<ul style="list-style-type: none"> Number of serious quality incidents: 0 	
	Sustainable procurement	Establishment and operationalization of stable procurement	<ul style="list-style-type: none"> 100% implementation rate of risk reduction measures for major components 	  

* Risk areas as defined by the International Labour Organization: Central and South America, Southeast Asia, and China

■ Strengthening Management Foundation / Corporate Governance

Identified major business foundation elements in the quest for realizing our Sustainability Vision and accelerating business activities

	Materialities	Strategy Items (Scenario for achieving materialities)	KPIs and Action Items (FY2023)	Related SDGs
Strengthening Management Foundation	Utilizing diverse human resources and developing global and management human resources	Promote activities for female employee	<ul style="list-style-type: none"> Female manager ratio Global consolidated: 21% Nissha non-consolidated: 8% 	  
		Enhancement of trainings for management / strategic human resources, and rotation	<ul style="list-style-type: none"> Selection rate of leader candidates Nissha non-consolidated: 36% 	
	Efficiency and productivity improvement	Improve efficiency and productivity by digitalization of value creation processes	<ul style="list-style-type: none"> Reduction of working hours by automation and efficiency tools such as RPA (compared to 2020) by 100,000 hours / year Conduct training to improve AI/DX education and IT literacy: 20 subjects/year 	
	Creating technologies to achieve business strategies	Create a product platforms aimed at increasing development efficiency in priority markets	<ul style="list-style-type: none"> Build product platforms: 3 platforms/year 	
Corporate Governance	Improving the effectiveness of the Board of Directors	Upgrade systems related to corporate governance and group governance	<ul style="list-style-type: none"> Improve the evaluation of the effectiveness of the Board of Directors (compared to previous year) 	
	Advancement of global governance		<ul style="list-style-type: none"> Percentage of actions on the internal control checklist that were implemented: 100% 	

■ Boundaries of Materialities

Materialities	Boundaries	
	Inside Nissha Group	Outside Nissha Group
Respect for human rights	●	●
Responding to climate change	●	●
Providing responsible products and services	●	●
Sustainable procurement	●	●
Utilizing diverse human resources and developing global and management human resources	●	
Efficiency and productivity improvement	●	
Creating technologies to achieve business strategies	●	
Improving the effectiveness of the Board of Directors Advancement of global governance	●	

3-4-3 FY2022 Initiatives and Achievement Status

■ Creating Business Opportunities

Materialities	Strategy Items (Scenario for achieving materialities)	KPIs and Action Items (FY2023)	Achievement Status*
Solve medical issues (Medical devices)	Expansion of business for Medical Devices / Healthcare market <ul style="list-style-type: none"> Contribution to medical care centered on minimally invasive (heart disease) and acute care fields 	Net sales of Medical Technologies business	○
Contribute to the safety and comfort of transportation and logistics, and the reduction of environmental impact (Mobility)	Expansion of business for Mobility market <ul style="list-style-type: none"> Providing mobility products that contribute to safety, comfort, and reduction of environmental impact 	Net sales of Mobility segment	△
Promotion of circular economy (Sustainable Materials)	Expansion of business for the sustainable materials market <ul style="list-style-type: none"> Promotion of Circular Economy Solving marine plastic pollution issues Contribution to improving resource utilization efficiency 	Net sales of Sustainable Materials segment	○

* This shows the level of achievement of net sales plans for each segment in FY2022.

■ Risk Reduction

Materialities	Strategy Items (Scenario for achieving materialities)	KPIs and Action Items (FY2023)	Achievement Status*1	Initiatives in FY2022
Respect for human rights	Reduction of labor and human rights risks	<ul style="list-style-type: none"> Number of child labor and forced labor cases of primary suppliers in areas*2 with high labor and human rights risks : 0 	○	<ul style="list-style-type: none"> Conducted a survey of target suppliers using the CSR survey form, all suppliers scored above the threshold, and no use of child labor or forced labor was found
Responding to climate change	Achievement of Sustainability Vision (reduction of CO ₂ emissions)	<ul style="list-style-type: none"> Reduction of total CO₂ emissions -9% (compared to 2020) 	○	<ul style="list-style-type: none"> Promoted switch to renewable electricity at domestic and overseas production bases and promote energy conservation policies Continued efforts to identify Scope 3 emissions
Providing responsible medical products and services	Establishment of management systems for quality and safety of products and services	<ul style="list-style-type: none"> Continuation and expansion of ISO 13485 certification (number of certifications obtained and maintained as planned) 	△	<ul style="list-style-type: none"> Number of bases that acquired ISO13485 certification was as planned. Although training for all employees progressed as planned, we failed to complete training for management. Number of violations of laws and regulations: 0
	Strengthening the legal compliance system by thoroughly ensuring that employees understand medical-related laws and regulation	<ul style="list-style-type: none"> Continuous implementation of education for management and all employees Compliance with laws and regulations related to information disclosure (Pharmaceutical Machinery Law Enforcement Regulations, Appropriate Advertising Standards for Pharmaceuticals, etc.) 		
Sustainable procurement	Establishment and operationalization of stable procurement	<ul style="list-style-type: none"> 100% implementation of risk reduction measures for major components that need to be addressed (number of risk reduction measures implemented/ number of major components) 	○	<ul style="list-style-type: none"> Investigated the state of implementation of procurement risk reduction measures for key components and confirmed the state of risks among key components for which reduction measures have not been implemented.

*1. ○ means achieved, △ means partially achieved, and × means not achieved.

*2. Risk areas as defined by the International Labour Organization: Central and South America, Southeast Asia, and China

■ Strengthening Management Foundation / Corporate Governance

Materialities	Strategy Items (Scenario for achieving materialities)	KPIs and Action Items (FY2023)	Achievement Status*	Initiatives in FY2022
Utilizing diverse human resources and improving human resource capabilities	Promote activities for female employee	<ul style="list-style-type: none"> Female manager ratio Global consolidated: 21% Nissha non-consolidated: 8% 	△	<ul style="list-style-type: none"> Systematically select female leaders and promote female employees to management positions. Women's leadership development was also implemented at overseas group companies. Nissha Academy offered advanced level courses.
	Enhancement of trainings for management / strategic human resources, and rotation	<ul style="list-style-type: none"> Selection rate of leader candidates Nissha non-consolidated: 36% 		
Efficiency and productivity improvement	Efficiency and productivity improvement by Digitization of value creation process	<ul style="list-style-type: none"> Reduction of working hours by automation and efficiency tools such as RPA (compared to 2020) by 100,000 hours / year 	○	<ul style="list-style-type: none"> Make progress in various productivity improvement initiatives and achieve targets. Achieved DX practical and external training completion targets, and made efforts to create digital skills training programs in-house.
		<ul style="list-style-type: none"> Provide training to improve AI/DX education and IT literacy: 20 subjects/ year 		
Ongoing technology creation	Establishment of a management system based on a technology roadmap	<ul style="list-style-type: none"> Number of verified new technologies consistent with business strategy: 5 (per year) 	○	<ul style="list-style-type: none"> Prepared a technology roadmap, built a management system proposal, and clarified the roles of each meeting body.
	Promote three technological synergies: inter-business, inter-regional, and inter-generational			
Advancement of global governance	Establish an internal control framework along the business axis (vertical) and a cooperative framework (RCC) along the regional axis (horizontal)	<ul style="list-style-type: none"> Ensure operation of internal control checklist (vertical) and RCC (horizontal). Further upgrade based on issues identified during operations. 	○	<ul style="list-style-type: none"> Started using internal control checklists (self-checking) Conducted ESG training in the U.S. and Europe

* ○ means achieved, △ means partially achieved, and × means not achieved.

3-5 Initiatives in Which Nissha Participate and External Evaluations

3-5-1 Initiatives in Which Nissha Participate

United Nations Global Compact



Nissha Co., Ltd. support the United Nations Global Compact since April 2012.

The United Nations Global Compact (UNGC), the world's largest sustainability initiative, brings together the United Nations and the private sector (companies and organizations) to build a healthy global society. Its purpose is to have various companies and organizations show responsible and creative leadership, and thereby act voluntarily as good citizens to achieve sustainable growth. Companies and organizations that sign the UNGC are required to continue to work toward the realization of the 10 principles, which relate to the protection of human rights, the elimination of unfair labor practices, environmental responsibility, and the prevention of corruption, based on the commitment of the top management of the company.

At Nissha Group, we have in place various targets based

on the 10 principles of the Global Compact and work daily toward achieving them with an eye to meeting the needs of global society. We disclose information about our activities in sustainability reports, published on the Nissha Group website.

The Ten Principles of the UN Global Compact

Human Rights

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and

Principle 2: make sure that they are not complicit in human rights abuses.

Labour

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

Principle 4: the elimination of all forms of forced and compulsory labour;

Principle 5: the effective abolition of child labour; and

Principle 6: the elimination of discrimination in respect of employment and occupation.

Environment

Principle 7: Businesses should support a precautionary approach to environmental challenges;

Principle 8: undertake initiatives to promote greater environmental responsibility; and

Principle 9: encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

United Nations Global Compact

TCFD (Task Force on Climate-Related Financial Disclosures)



In January 2022, we expressed agreement with the recommendations from the TCFD (Task Force on Climate-related Financial Disclosures).

The TCFD, established by the Financial Stability Board (FSB), recommends that companies take measures to understand and address climate change-related risks and opportunities as a management issue.

In this Sustainability Report, we have implemented information disclosure that employs the framework items recommended by the TCFD. And in addition to aiming for the continued enhancement of governance and strategy concerning climate change moving forward, we will also promote the expansion of information disclosure

Japan Clean Ocean Material Alliance (CLOMA)



In January 2019, we joined the "Japan Clean Ocean Material Alliance" (CLOMA), which aims to solve the marine plastic waste problem. CLOMA is an organization established by the public and private sectors to accelerate efforts across industries such as proper management of plastic waste, promotion of the 3Rs, and promotion of developing of alternative materials.

3-5-2 External Evaluation

■ CDP

In December 2022, we received a "B" rating in the Climate Change Report 2022 published by the CDP, an international non-government organization (NGO) that focuses on the environment. This is the third highest of the eight levels of evaluation.



■ MSCI ESG Ratings

We have received an "AA" rating (the second highest rating) in MSCI ESG Ratings. MSCI Inc. calculates and publishes numerous stock indices, and provides a variety of tools for institutional investors globally to support their decision-making on investment. The MSCI ESG Ratings comprehensively evaluates the companies' activities for the environment, social, and governance of thousands of companies around the world and compares them by industry. MSCI evaluates and rates the companies in seven grades from the highest rank "AAA" to the lowest "CCC".



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■ EcoVadis

We have been awarded the Silver rating in EcoVadis sustainability survey. Silver is a rating for companies with an overall score in the top 25% or higher of all evaluated companies.

EcoVadis is a global sustainability rating provider that aims to improve corporate environmental and social initiatives throughout the supply chain. They evaluate companies' activities in the areas of Environment, Labor Practices and Human Rights, Ethics, and Sustainable Procurement.

■ FTSE Blossom Japan Index

We have been selected as a constituent stock of the FTSE Blossom Japan Index. The FTSE Blossom Japan Index is an index developed by FTSE Russell that reflects the performance of Japanese companies with superior environmental, social and governance (ESG) performance. The Government Pension Investment Fund (GPIF) using it as their ESG index.



■ FTSE Blossom Japan Sector Relative Index

We have been selected as a constituent stock of the FTSE Blossom Japan Sector Relative Index. This index developed by FTSE Russell is designed to reflect the performance of companies in Japan demonstrating strong Environmental, Social and Governance (ESG) practices in each sector. The Government Pension Investment Fund (GPIF) is using it as their ESG index.



FTSE Blossom Japan Sector Relative Index

■ MSCI Japan ESG Select Leaders Index

We have been selected as a constituent stock of the MSCI Japan ESG Select Leaders Index. This index is created from among the constituents of the MSCI Japan IMI Top 700 Index and the stocks with relatively superior ESG ratings within each of the industry sectors, by MSCI Inc. The Government Pension Investment Fund (GPIF) is using it as their ESG index.

2023 CONSTITUENT MSCI JAPAN ESG SELECT LEADERS INDEX

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■ S&P/JPX Carbon Efficient Index

We are included as a constituent stock of the S&P/JPX Carbon Efficient Index (as of March 2021). The S&P/JPX Carbon Efficient Index is built by the S&P Dow Jones Index, one of the world's largest independent index companies, based on carbon emissions data from Trucost, a pioneer in environmental assessment. This index increases the investment weight of companies in the same industry with high carbon efficiency, and those that disclose information on their greenhouse gas emissions. The Government Pension Investment Fund (GPIF) is using it as their ESG index.



■ SOMPO Sustainability Index

We have been selected as a constituent stock of the SOMPO Sustainability Index, an index managed by Sompo Asset Management Co., Ltd. in succession since 2012. This index is a unique active index, which is composed of approximately 300 companies with outstanding ESG initiatives.



■ Certified Health and Productivity Management Outstanding Organizations

We have been certified as a "White 500" companies in large enterprise category of Certified Health and Productivity Management Outstanding Organizations Recognition Program. The Ministry of Economy, Trade and Industry (METI) promotes initiatives towards the strategic implementation of "health and productivity management" based on the idea that companies should consider the health management of their employees and others from a management perspective. Also, recognizes particularly excellent companies as Certified Health and Productivity Management Outstanding Organizations. The top 500 companies in the large enterprise category are certified as "White 500".



■ Kurumin Certification

We have received "Kurumin" certification for three consecutive terms since the fiscal year ended March 2010, and also certified with Platinum Kurumin in March 2019. Based on the Act on Advancement of Measures to Support Raising Next-Generation Children, "Platinum Kurumin" is a certification of companies that have already obtained Kurumin certification in recognition of their measures to support employees with children and are carrying out initiatives at an even higher level.



■ DX (Digital Transformation) Certification

In August 2021, we have certified as a "DX-Certified Operator" based on the DX (Digital Transformation) certification system established by the Ministry of Economy, Trade and Industry (METI). It was evaluated that our DX efforts and appropriate information disclosure to stakeholders meet the standards required by METI.



3-6 Nissha Group Stakeholders

We identify the stakeholders as our customers, shareholders, employees, suppliers, and society. Toward realizing our Mission, we aim to realize our respective visions while valuing a relationship with the stakeholders in which we affect each other.



Nissha's Circle of Trust

■ Customer

The Nissha Group's three core businesses are Industrial Materials, Devices, and Medical Technologies, and we also operate a variety of other businesses including Information and Communication, and Pharmaceutical and Cosmetics. We provide a range of products and services that satisfy market needs and engage in business activities that help solve social issues. We also promote fair operating practices, efforts in labor and human rights, and the building of environment-conscious production systems so that our customers can feel safe about entrusting us with work.

Communication

- Sales activities in daily operations
- Products and services information provided on our website
- Providing information for sustainability survey
- Providing information about conflict minerals
- Supplier responsibility (SR) audits by customers

■ Shareholder

We have in place an Investor Relations (IR) division and a Shareholder Relations (SR) division to serve as contact points for our shareholders and investors, and to establish a system for promoting deeper communication with our shareholders and comprehensively providing financial and non-financial information. We also create opportunities to meet directly and exchange dialogue with our shareholders and investors through IR events and one-on-one briefings. Feedback and comments are reported regularly at Board of Directors meetings and to the management, and used for the enhancement of our corporate value.

Communication

- Shareholders' meetings and management briefings following shareholders' meetings
- Financial results presentations for institutional investors
- One-on-one briefings for institutional investors
- Response to individual inquiries
- IR information and sustainability information provided on our website
- Materials published for shareholders and investors (integrated report, business report, sustainability report, etc.)
- Providing information to investigation institutions for ESG investment

■ Employee

The Nissha Group recognizes that human resources are the driving force for improving corporate value. We view changes in the business environment as opportunities for growth, and aim to grow both the company and our employees by bringing together "diverse capabilities and passions." We respect our employees' human rights and diversity from a global perspective, promote the creation of safe, comfortable workplace environments, and offer support for diverse work styles so that our employees can live up to their full potential.

Communication

- Dialogue between labor and management
- Education and training
- Personnel evaluation and interviews
- Hotline
- Providing information via the company intranet and company newsletter
- Engagement survey and interviews

■ Supplier

We procure the materials, equipment, and services necessary for production and a wide range of business activities from suppliers in various regions. We work fairly and equally with all suppliers to promote sustainable procurement in order to share awareness of our social responsibility and enhance mutual corporate value.

Communication

- Procurement activities in daily operations
- CSR procurement briefings
- CSR survey and audit
- Self Assessment Questionnaire (SAQ)
- In-house exhibitions and seminars themed around supplier products and technologies

Society

The Nissha Group comprises a network that spans across the globe, and in each region, we carry out business activities with respect for the local culture and climate. While promoting communication with local communities to fulfill our basic responsibilities as a corporation and to be a company that is needed by society, we also strive to be aware of global social issues and play a role in resolving them.

Communication

- Environmental initiatives
- Support and promotion of arts and culture
- Future generation support activities
- Exchange events with community people
- Factory and facility tours
- Cleanup activities in factory areas
- Employees' participation in volunteer activities