

2. CEO Message

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. Nissha Group is a forward thinking global company, primarily conducting businesses in Industrial Materials, Devices, and Medical Technologies.

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 value stated in our Mission, allowing us to enrich people's lives.

The Nissha Group currently has set out where it wants to be by 2030 in the form of our Sustainability Vision (long-term vision). We are working to provide products and services that contribute to solving global social issues in the priority markets of Medical, Mobility, and Sustainable Materials with the integration and orchestration of the diverse talents of our people and our technologies, creating social value. In addition, we have set a target of reducing 30% of total CO₂ emissions by 2030 (compared to 2020), in view of carbon-neutral by 2050. However, we were able to achieve this goal six years early, in 2024.

To realize our Sustainability Vision, it is imperative that we continue to provide value to society through our businesses 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 their strengths with passion.

We look forward to your continued guidance and encouragement.

June, 2025
Junya Suzuki
Chairman of the Board and Group CEO
Nissha Co., Ltd.

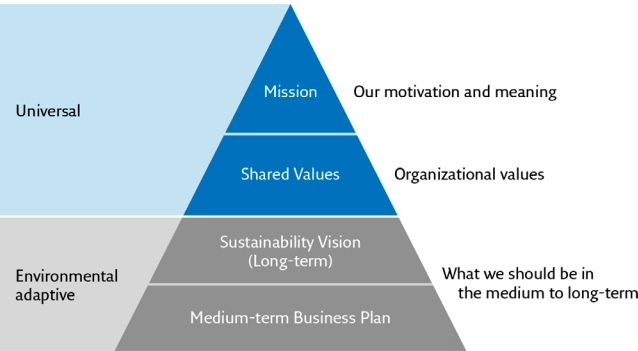


Nissha Co., Ltd. support the United Nations Global Compact since April 2012. We have in place various targets and work actively based on the 10 principles of the Global Compact in the area of human rights, labor, the environment, and anti-corruption.

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.

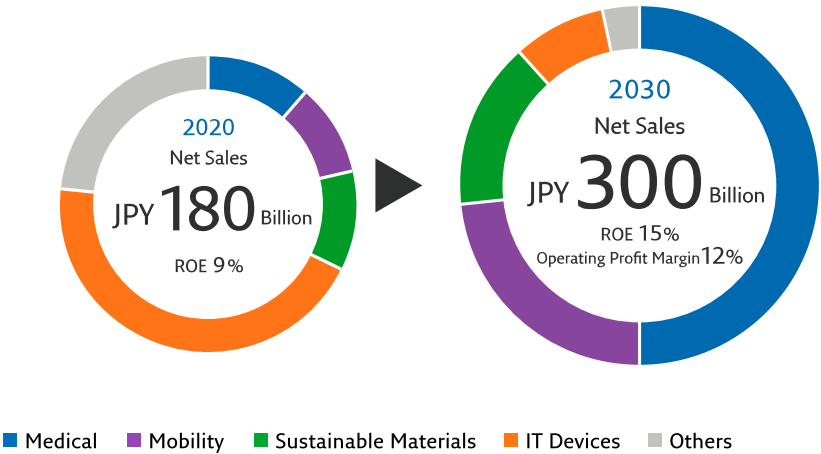
3-2 Sustainability Vision (long-term vision for 2030)

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 CO₂ emissions, in view of carbon-neutral by 2050*

* We plan to set a new CO₂ emissions reduction target in 2025, as we achieved our original target in 2024 (a 30% reduction by 2030 compared to 2020).

Economic value

- Aim for JPY 300 billion of net sales (including JPY 150 billion in medical business)
- ROE 15%
- Operating Profit Margin 12%

3-3 Promotion Framework for Sustainability

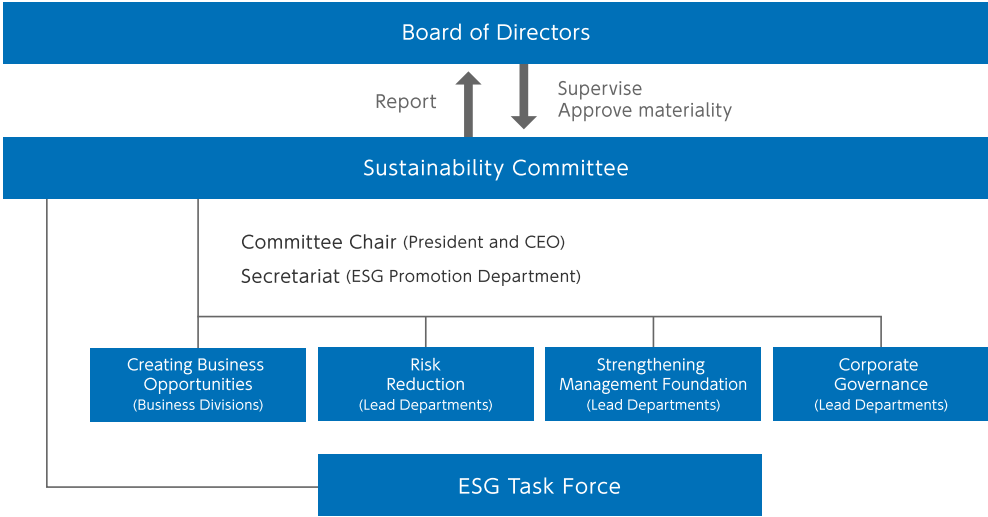
Nissha has established a Sustainability Committee chaired by the Chairman of the Board , President and CEO. This committee is composed of business divisions, departments, and the ESG task force related to the themes of Creating business opportunities, Risk reduction, Strengthening management foundation, and Corporate governance.

The ESG task force was established to promote cross-division efforts to respond to climate change, which is seen as a key issue from the perspective of ESG, and works to accelerate our initiatives in that direction.

The Sustainability Committee holds a general assembly once per year, in which it authorizes the key performance indicators (KPIs) and action items set by the main related business divisions, departments, and the ESG task force based on the materialities determined through resolutions at the Board of Directors. In addition, during monthly business reviews and quarterly progress confirmations, we confirm whether or not the set KPIs and action items are progressing as planned. Each business division, department, and the ESG task force oversee the management of respective strategy items, KPIs, and action items. In the fiscal year ended December 2024, we held one Sustainability Committee General Assembly and three Progress Review Meetings.

The Board supervises the activities of the Sustainability Committee, discussing reports from the Sustainability Committee and the ESG Task Force, and making necessary recommendations.

Structure

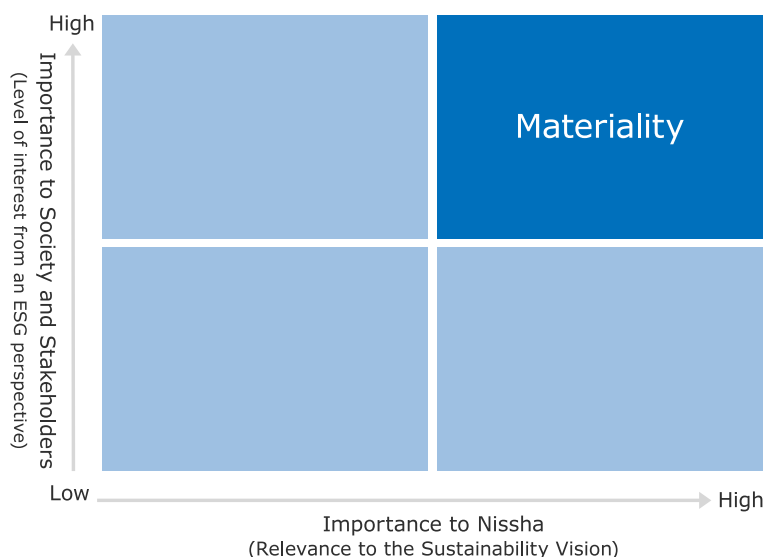


3-4 Materialities (Key Issues) and KPIs

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, KIPs, 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 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 regularly.









■ Creating Business Opportunities

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

Materialities	Scenario for Achieving Materialities (Strategy Items)	KPIs and Action Items (FY2026)	Related SDGs
Solve medical issues (Medical devices/ Pharmaceuticals)	Expansion of business for Medical devices, Pharmaceuticals, and Healthcare markets <ul style="list-style-type: none"> Medical devices: Contribute to medical care through CDMO in minimally invasive surgery and acute care Pharmaceuticals: Contribute to the stable supply of pharmaceuticals through formulation development and CDMO 	<ul style="list-style-type: none"> Net sales of Medical Technologies business and Pharmaceuticals 	
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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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	Scenario for Achieving Materialities (Strategy Items)	KPIs and Action Items (FY2026)	Related SDGs
Responding to climate change	<ul style="list-style-type: none"> Reduction of CO₂ emissions 	<ul style="list-style-type: none"> Reduction of CO₂ emissions*¹ 	
Respect for human rights	<ul style="list-style-type: none"> 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*² with high labor and human rights risks : 0 	
Providing responsible products and services	<ul style="list-style-type: none"> Maintain and expand quality management system in accordance with business strategy Improve quality with an emphasis on product safety and feasibility at the design stage Fostering and improving the quality mindset Monitoring of compliance with laws and regulations 	<ul style="list-style-type: none"> Number of serious quality incidents: 0 	
Sustainable procurement	<ul style="list-style-type: none"> Reduction of information security risks for suppliers 	<ul style="list-style-type: none"> Construct a system to meet the security standards we demand, based on the varying information security levels of each supplier 	  
Data security in response to increased use of generative AI	<ul style="list-style-type: none"> Continuously enhance security systems Maintain and improve security literacy among all employees Improve productivity through proactive use of generative AI 	<ul style="list-style-type: none"> Timely deployment of security systems across the entire Nissha Group Company-wide implementation of phishing email training and educational systems Develop governance and provide education related to generative AI 	 

*1. We plan to set a new CO₂ emissions reduction target in 2025, as we achieved our original target in 2024 (a 30% reduction by 2030 compared to 2020).
*2. China, Southeast Asia, Central and South America, and Africa

Strengthening Management Foundation

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

Materialities	Scenario for Achieving Materialities (Strategy Items)	KPIs and Action Items (FY2026)	Related SDGs
Enhancing human capital	<ul style="list-style-type: none"> Utilizing diverse human re-sources 	<ul style="list-style-type: none"> Female manager ratio Global consolidated: 23% Nissha non-consolidated: 12% Dispatch of overseas trainees (Refer to 16-2 Training Systems) 	  
	<ul style="list-style-type: none"> Enhancement of learning and growth opportunities and employee rotations 	<ul style="list-style-type: none"> Selection rate of leader candidates in selective training programs Nissha non-consolidated: 45% Shift of human resources to priority markets 	
Efficiency and productivity improvement	<ul style="list-style-type: none"> Improve efficiency and productivity by digitalization of value creation processes 	<ul style="list-style-type: none"> Expand data-based decision-making mechanisms Reduce working hours through the introduction of productivity enhancement tools at overseas subsidiaries: 20,000 hours / year (compared to 2023) Reduce working hours for non-routine tasks by using generative AI 	

Corporate Governance

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

Materialities	Scenario for Achieving Materialities (Strategy Items)	KPIs and Action Items (FY2026)	Related SDGs
Improving the effectiveness of the Board of Directors	<ul style="list-style-type: none"> 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 	—
Advancement of global governance		<ul style="list-style-type: none"> Complete the global risk management system development (regional risk management systems) 	—

Boundaries of Materialities

Materialities	Boundaries	
	Inside Nissha Group	Outside Nissha Group
Responding to climate change	●	●
Respect for human rights	●	●
Providing responsible products and services	●	●
Sustainable procurement	●	●
Data security in response to increased use of generative AI	●	
Enhancing human capital	●	
Efficiency and productivity improvement	●	
Improving the effectiveness of the Board of Directors	●	
Advancement of global governance	●	

3-4-3 FY2024 Initiatives and Progress

■ Creating Business Opportunities

Materialities	Scenario for Achieving Materialities (Strategy Items)	KPIs and Action Items (FY2024)	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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Net sales of Sustainable Materials segment 	△

* This evaluates the level of achievement of net sales plans for each segment in FY2024.

■ Risk Reduction

Materialities	Scenario for Achieving Materialities (Strategy Items)	Progress in FY2024
Responding to climate change	<ul style="list-style-type: none"> Reduction of CO₂ emissions 	<ul style="list-style-type: none"> Achieved an 48.4% reduction in CO₂ emissions in 2024, surpassing the target reduction ratio of a 12% (compared to 2020) Promoted switch to renewable electricity at domestic and overseas production bases and promote energy conservation measures Implemented Scope 3 emissions tracking, and third party verification was obtained .
Respect for human rights	<ul style="list-style-type: none"> 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 Conducted the regular annual survey of target suppliers using the CSR survey form, and all suppliers scored above the threshold and passed In addition to the above, site audits were carried out for some selected suppliers. Minor issues noted were given pointers on how to improve them, and the effectiveness was confirmed at a later date
Providing responsible products and services	<ul style="list-style-type: none"> Maintain and expand quality management system in accordance with business strategy Enhance quality at the design stage with a focus on product safety and feasibility Implement quality education 	<ul style="list-style-type: none"> Number of serious quality incidents: 1 Maintained or obtained new quality management accreditation (ISO9001, IATF 16949) Visualizing per-product design screening, strengthening check functions Compliance with the Pharmaceuticals and Medical Devices Act, confirming work progress status Drafted and implemented training plans for each fuction
Sustainable procurement	<ul style="list-style-type: none"> Establishment and operationalization of stable procurement 	<ul style="list-style-type: none"> Introduction of global sourcing Promotion of green procurement <ul style="list-style-type: none"> Incorporation of green procurement items in CSR Procurement Guidelines, posting same on the website, and spreading awareness Checking current status of suppliers through CSR survey
Data security in response to increased use of generative AI	<ul style="list-style-type: none"> Continuously enhance security systems Maintain and improve security literacy among all employees Improve productivity through pro-active use of generative AI 	<ul style="list-style-type: none"> Introduced and implemented company-wide phishing email training and educational systems

* China, Southeast Asia, Central and South America, and Africa

■ Strengthening Management Foundation

Materialities	Scenario for Achieving Materialities (Strategy Items)	Progress in FY2024
Enhancing human capital	<ul style="list-style-type: none"> Promote opportunities for female employee 	<ul style="list-style-type: none"> Female manager ratio Global consolidated: 24.4% Nissha non-consolidated: 8.9% Started calculating and disclosing the ratio of next-generation female managerial staff*. It has been maintaining a level close to the ratio of female employees. Heads of departments which had female employees in the grades before managerial staff met with HR to work on planned fostering and promoting based on the department's expectations and the person's own wishes
	<ul style="list-style-type: none"> Enhancement of trainings for management / strategic human resources, and employee rotation 	<ul style="list-style-type: none"> Selection rate of leader candidates in selective training programs Nissha non-consolidated: 41.7% Nissha Academy Business School intermediate course held
Efficiency and productivity improvement	<ul style="list-style-type: none"> Improve efficiency and productivity by digitalization of value creation processes 	<ul style="list-style-type: none"> Carried out trainings led by internal instructors and through e-Learning (approx. 298 attendees) in order to improve IT literacy as well as training human resources with expertise in both the business and digital fields Achieved the plan to reduce 25,568 hours/year in working hours through the use of efficiency tools and automation such as RPA

* The ratio of next-generation female managerial staff, who are in leadership roles just below the managerial level

■ Corporate Governance

Materialities	Scenario for Achieving Materialities (Strategy Items)	Progress in FY2024
Improving the effectiveness of the Board of Directors	<ul style="list-style-type: none"> Upgrade systems related to corporate governance and group governance 	<ul style="list-style-type: none"> Put into practice the Desirable Relationship between Internal Directors and Outside Directors Revised the skills matrix for the Board of Directors Conducted an evaluation of the effectiveness of the Board of Directors for fiscal year 2024
Advancement of global governance		<ul style="list-style-type: none"> Appointed risk management coordinators in Europe and China and commenced activities in order to enhance the global collaboration system and global risk management system

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 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 February 2025, we received a “A-” rating in the climate change survey conducted by the CDP, a global non-profit. The “A-” is the second rating of the eight levels from the top.



EcoVadis

We have received the Committed Badge in EcoVadis sustainability survey. 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 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 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”. (*)



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 Index

MSCI Selection Indexes

We have been selected as a constituent stock of the MSCI Selection Indexes. This is a global index developed by US-based MSCI Inc. and formed by selecting top-rated ESG companies. (*)



■ MSCI Nihonkabu ESG Select Leaders Index

We have been selected as a constituent stock of the MSCI Nihonkabu ESG Select Leaders Index. This index uses the MSCI Japan Investable Market Index (IMI) developed by US-based MSCI Inc. as its parent, and formed by selecting top-rated ESG companies with the target of 50% of stocks in each industry. The Government Pension Investment Fund (GPIF) uses it as their ESG index. (*)

2025 CONSTITUENT MSCI NIHONKABU
ESG SELECT LEADERS INDEX

■ S&P/JPX Carbon Efficient Index

We are included as a constituent stock of the S&P/JPX Carbon Efficient Index. 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 S&P Global Trucost. 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.



■ MSCI Japan ESG Select Leaders Index

We have been selected as a constituent stock of the MSCI Japan ESG Select Leaders Index. This index uses the MSCI Japan Investable Market Index (IMI) developed by US-based MSCI Inc. as its parent, and formed by selecting top-rated ESG companies with the target 50% of market capitalization in each industry. (*)

2025 CONSTITUENT MSCI JAPAN
ESG SELECT LEADERS INDEX

■ Morningstar Japan ex-REIT Gender Diversity Tilt Index

We have been selected as a constituent stock of the Morningstar Japan ex-REIT Gender Diversity Tilt Index (hereinafter, GenDi J), which is adopted by the Government Pension Investment Fund (GPIF) as an ESG investment index. GenDi J is an index of the initiatives concerning corporate gender diversity provided by Morningstar, a leading investment research firm and mutual fund rating evaluator in the United States. We are currently in Group 2 (second highest out of 5 groups).

■ Certified Health and Productivity Management Outstanding Organizations

We have been recognized as a "Certified Health & Productivity Management Outstanding Organizations (Large Enterprise Category)" by the Ministry of Economy, Trade and Industry for the fourth year in a row. The certification is given to companies with especially excellent health management practices.



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.



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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 operates three core businesses, Industrial Materials, Devices, and Medical Technologies. 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
- The Medium-term Business Plan 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 materials, equipment, and services necessary for production and a wide range of business activities from global suppliers. 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 (Self Assessment Questionnaire: SAQ) and audit
- 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