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 Listed company name: Nitto Denko Corporation
 Stock exchange listing: Tokyo, Prime Market
 Code number: 6988
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Formulation of the new Mid-term Management Plan “Nitto for Everyone 2025”

Nitto Denko Corporation has formulated and initiated its mid-term management plan “Nitto for Everyone 2025.” The plan covers the next three years, ending in FY2025, and clearly states the targets to be achieved in support of realizing the company’s vision “2030 Ideal State.”

Nitto’s vision, the 2030 Ideal State

Continuing to bring about amazement and inspiration as a Niche Top creator to become
 “an irreplaceable top ESG company”



Overview of Nitto for Everyone 2025

Basic Policy :

Nitto will execute our “Niche Top Strategy × ESG Strategy” to create products and services that contribute to the global environment and humanity by anticipating changes in market trends and utilizing Nitto’s technological strengths. Through these efforts, we aim to become “an irreplaceable top ESG company.”

Financial Targets:

	FY2022 Results	FY2025 Target	FY2030 Target
Operating Income (OPM)	147.2 billion yen (15.8%)	170.0 billion yen (17%)	240.0 billion yen (-)
ROE	12.7%	15%	20%

Future-Financial Targets:

The Nitto Group places ESG (Environment, Social, Governance) at the core of management to improve its corporate value. We have defined **six** new future-financial targets, which we believe will generate future business and realize profits.

Item			FY2022 Results	FY2025 Target	FY2030 Target
Products	Continued	New products ratio	41%	Over 35%	Over 35%
	New	Niche Top sales ratio	47%	50%	Over 50%
	New	PlanetFlags™/HumanFlags™ category sales ratio	17% *Flags certified products	40%	Over 50%
Environment	Continued	CO ₂ emissions	570 kton/year	550 kton/year	470 kton/year
	New	Waste plastic recycling ratio	46%	50%	60%
	New	Sustainable materials procurement ratio	17% *In Japan	20%	30%
HR	Continued	Female leaders ratio	19%	24%	30%
	New	Engagement score	74 (FY2021)	78	85
	New	Challenge ratio Percentage of personnel taking on challenges of creating value	42%	70%	85%

Focus Domains :

Anticipating market trends and the future prospects of our business, we have established focus domains that are an extension of our previous focus areas: Power & Mobility, Digital Interface, and Human Life. The areas where these focus domains intersect are where we will utilize Nitto's technological strengths and convergence.

Focus Item:

1. **Transformation of Business Portfolio to Contribute to the Environment and Humanity**
Acquire and allocate internal and external resources to implement growth investment and structural reforms with a balanced approach.
2. **Advancement of Innovation Model to Produce New Niche Top**
Establish a new path to success to realize “irreplaceable” Niche Top solutions.
3. **Reformation of Organizational Culture to Accelerate Challenges**
Strengthen talent and teams, the source of Nitto’s competitiveness, through diverse human resource activities and inclusion measures.
4. **Transformation of Management Infrastructure to Anticipate Change**
Transform into a company with a resilient business foundation immune to external influences and which can anticipate changes in the surrounding environment.

The Nitto Groups places ESG (Environment, Social, Governance) at the core of management and accelerates to create new products and services at the intersections of the three focus domains. Additionally, we aim to leap forward and contribute further to the healthy living of people and a sustainable global environment.

Please access the following site for the details of “Nitto for Everyone 2025.”

[\(https://www.nitto.com/jp/en/about_us/concepts/nitto_for_everyone_2025/\)](https://www.nitto.com/jp/en/about_us/concepts/nitto_for_everyone_2025/)