



INTEGRATED REPORT 2025

NITTO KOHKI Group





Working together to develop the industrial world, enrich lives and contribute to the society.

What we really care about, is you.
Your passionate involvement in the workplace.
NITTO KOHKI's "energy and labor-saving" technology focuses on you, to enable smooth operation.
Technology that gives time, energy and peace of mind, that will enhance growth of industry, enrich
lives and contribute to society.
Dedicated to bettering your life.

Philosophy

Corporate Motto

*Development provides
corporate insurance.*

The word "development" in the corporate motto carries four meanings.

1. Development of products that contribute to society.
2. Development of sales markets.
3. Development of human resources.
4. Development of a system for organization management.

Action Principles

*Mobilize creativity and accumulate technology.
Cultivate morale and accumulate vitality.
Act with complete sincerity and accumulate
people's confidence.*

These principles indicate our standards for employee behavior. They also represent our hopes for the working environment to be a place to form personality and for our employees to lead happy lives.

Management Policy

*Contribution to society
Employees' wellbeing
Corporate development*

1. NITTO KOHKI develops, manufactures, and sells useful and valuable products in an effort to contribute to society on a broad basis.
2. NITTO KOHKI is committed to enhancing the wellbeing of employees and their families through enlightened management policies and practices.
3. NITTO KOHKI pursues appropriate corporate profitability, and aims at ongoing business development in order to realize a "contribution to society" and "the well-being our people".

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NITTO KOHKI's Value Proposition

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NITTO KOHKI’s Value Proposition

NITTO KOHKI Group has continued to create products that further the growth of industry through energy and labor-saving technology. We will continue to use energy and labor-saving technology to contribute to the environment and take on the challenge of addressing the lack of workforce.

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TOHOKU NITTO KOHKI Ozaso Plant

In March 2024, SHIRAKAWA NITTO KOHKI and MEDTECH merged to form TOHOKU NITTO KOHKI CO., LTD. As a new plant integrating the two companies, the Ozaso Plant was completed in Fukushima City in July 2025. Designed under the concept of a “attractive plant,” the facility was created by Kengo Kuma, who also designed the Japan National Stadium, together with Taro Ashihara, an architect with extensive experience in major manufacturing facilities.

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Editorial Policy

This Integrated Report aims to convey the NITTO KOHKI Group's value creation story to a wide range of stakeholders, including shareholders and investors.

This time, attention was paid to express our Group's uniqueness and importance in as concise a manner as possible so that readers can deepen their understanding about the NITTO KOHKI Group.

Through this report, we seek to intensify communication with our stakeholders and further improve our corporate value.

Scope of Report

Entirety of the NITTO KOHKI Group

Period Covered

FY2024 (April 1, 2024 to March 31, 2025)

* The report also mentions some activities before and after the above period.

Referenced Guidelines

- International Integrated Reporting Framework of the International Financial Reporting Standards (IFRS) Foundation
- Guidance for Collaborative Value Creation 2.0 of the Ministry of Economy, Trade and Industry



Cautionary Note Regarding Forward-looking Statements

Performance forecasts and other statements about the future stated in this report are based on information currently available to NITTO KOHKI and certain assumptions assessed to be rational. The actual performance and such may differ significantly due to various reasons.

Note

Some products in this report may be unavailable or vary in specification or design by region.



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Our Products

Where Can You Find NITTO KOHKI's Products?

Making work smoother for people in the frontlines

NITTO KOHKI's products are mainly used in the frontlines, such as factories, construction sites, and medical institutions. Therefore, they are not often seen in daily life. However, they play important and irreplaceable roles in their respective areas. Here are some typical NITTO KOHKI products along with their main applications and features.

Quickly and securely connect/disconnect fluid piping for air, oils, liquids, and such



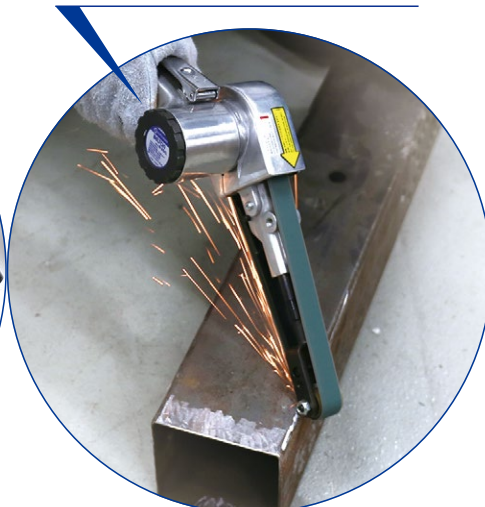
Safely fill high-pressure hydrogen gas



Process steel materials on scene at construction sites and such



Deburr steel materials and castings



Meet a wide range of screwing needs by allowing speed control and high-precision torque settings



Enhance blood circulation by gently adding pressure using the power of air



Continuously send clean air to medical equipment, septic tanks, and such



Safely and gradually close doors using hydraulic and springs



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Essential for industry as a whole

NITTO KOHKI's products are used at various places in the industrial world. Besides the automobile industry, applications span a wide range of industries, including construction, civil engineering, semiconductor, medical, beauty, and nursing care. Therefore, we are building a stable business foundation that does not rely on a specific market. Here are some examples of how our products are being used in each industry.



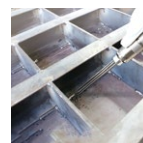
Mobility



Assembly of various types of parts using screws



Cooling and driving of equipment for manufacturing molded parts



Postprocessing after welding



Deburring of parts



Connecting piping for lithium-ion battery electrolyte



Replenishment of high-pressure hydrogen fuel



Mining and Energy



Processing of steel materials used in mines, etc.



Connection/disconnection of marine hydraulic equipment piping



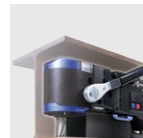
Connection/disconnection of high-pressure hydraulic/gas piping



Construction and Civil engineering



Chamfering of steel materials



Drilling of steel materials for bridge beams and buildings



Hydraulic pipes for construction machinery



Various types of gas pipes for welding and cutting equipment



Air pipes at factories



Door closers



Medical, Beauty, and Nursing care



Medical suction device



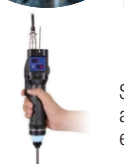
Air massager



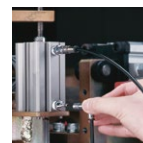
Air pressure source for medical and beauty equipment



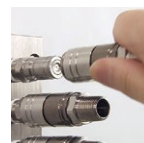
Electrical equipment, Chemical products, and Semiconductors



Screwing of electrical and electronic equipment



Air pipes for operating machinery



Coolant piping for computers



Piping for temperature control of semiconductor inspection equipment



Connecting piping of transfer containers for high-purity chemicals



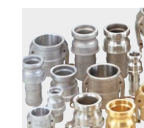
Transfer pumps for chemicals, detergents, inks, etc.



Marine products, Food, and Housing



Couplings used in food and other industries that can be disassembled for cleaning



Couplings for pumps and hoses for drawing agricultural water, seawater, etc.



Blowers used for housing septic tanks, aquaculture, live fish, etc.



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Message from the President

Further solidifying the foundation of trust—Unrivaled manufacturing enhanced at new sites of people and technology

Akinobu Ogata

Representative Director, President CEO
NITTO KOHKI CO., LTD.

Sustainable growth supported by a leading-edge plant

A new plant of the NITTO KOHKI Group was completed in Fukushima City, Fukushima Prefecture in July 2025, a critical initiative symbolizing our medium- to long-term growth strategies and serving as a new foundation toward the Group's sustainable development. We have mainly been manufacturing machine tools, door closers, and such at two locations—SHIRAKAWA Plant (Shirakawa City) and MEDOTECH Plant (Yamagata City)—but both plants are more than 50 years old, and their buildings have aged significantly. We decided to merge the two plants and construct a new plant implementing leading-edge technologies for production automation and efficiency.



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We chose Fukushima City because it is between Shirakawa City and Yamagata City and within commuting distance for employees of both plants. The new plant will have the latest equipment, but the important thing is to allow experienced workers to apply the manufacturing expertise they have accumulated. This made me want to transfer all employees of both plants to the new plant and let them work there. We established an environment to minimize the burden on employees by providing company housing to those who are thinking about living in Fukushima City, as well as by seeking assistance from the city to extend bus routes. Thanks to the many employees who continued working with us after the plant relocation, we were able to combine the latest equipment with the unique expertise developed so far.

Furthermore, we have established an environment for conducting demonstration experiments of our products in-house, allowing us to create products that better meet market needs by directly connecting product development to frontline feedback. We also see initiatives for the Sustainable Development Goals (SDGs) as a management priority. We will strive to be a company that grows together with local communities through building an environmentally friendly production system.

In collaboration with the plants in Tochigi and Thailand, we are working to further improve productivity and quality as a Group. Through these efforts, we hope to enhance customer satisfaction and achieve sustainable business operation.

Carrying on the philosophy since our establishment and using energy and labor-saving technology to contribute to society

Since being established in Ota-ku, Tokyo in 1956, the NITTO KOHKI Group has continued to develop and manufacture unique products under the theme of “Save energy and manpower for the industry and improve work environments.” We focus on meticulous product development and provide safe and reliable products to meet various use environments and legal regulations around the world. Our products are available globally and we meet the diverse needs of our customers through customer service and technical support.

A feature of our Group is that our products are widely used in heavy industries such as the automobile, railway, shipbuilding, and aircraft industries as well as fields like medical and living environments which are directly linked to people’s lives. This is the result of “Development provides corporate insurance”—our Corporate Motto established by our late founder and Chairman Toshio Mikiya—and our Management Policy of “contribution to society,” “employees’ wellbeing,” and “corporate development” being deeply embedded in our products and corporate culture. One of our flagship products is the quick connect coupling CUPLA, which has gained an overwhelming market share due to its high reliability and technological capabilities. Our machine tools, such as ATRA ACE and JET CHISEL, also maintain high

shares. I take pride in the fact that all of them came from our developmental capabilities that cannot be copied by competitors and our technological capabilities that help solve social issues.

One of our key strengths is the solid financial foundation built through both active development and stable management.

We view the establishment of a system that protects the livelihoods of our employees and their families, even during uncertainties and emergencies in the future, as the responsibility of management. For example, even when society or the economy



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was deeply shaken, such as during the Asian financial crisis in the late 1990s, the global financial crisis in 2008, and the Great East Japan Earthquake in 2011, we used our internal reserves to continue paying salaries and bonuses to our employees. Amid the cutting of bonuses and unstable employment at other companies, NITTO KOHKI stuck to management that protects people. We will continue to carry on the philosophy since our establishment and use our energy and labor-saving technology to squarely take on social issues.



Promoting sustainability management through six material issues

We seek corporate development by achieving contribution to society and employees’ wellbeing. Putting this into practice is the same as achieving society’s sustainability and our sustainable growth, and we go about this seriously. Since 2023, we have been further strengthening our sustainability system, positioning sustainability as a key pillar of our management strategy.

As part of our efforts, we established a new Sustainability Department in April 2023. We also established the Sustainability Committee as an advisory body of the Board of Directors in May 2023. In my position as president, I chair the committee, which has five members centered on outside directors. We conduct vibrant discussions, sometimes inviting experts with specialized knowledge depending on the theme. Key activities include the formulation of our Basic Sustainability Policy, the identification of medium- to long-term material issues that form our materiality, the consideration of detailed action plans, and discussions regarding information disclosure. We identified six material issues in sustainability centered on products, the environment, human resources, governance, mutual understanding with stakeholders, and the supply chain. We are working on them strategically and continuously while linking them to our Medium-Term Management Plan 2026 and our annual business plans.

Under products, besides our past efforts in

energy and labor-saving, we are accelerating the development of automation products in preparation for the serious lack of workforce in the future. We will steadily advance automation that reduces the workload on people.

As for the environment, we aim to contribute to the global environment through our business activities. To play a part in environmental conservation and greenhouse gas suppression, we strive to have various products—such as pumps for cleaning sewage and CUPLA for fuel cell electric vehicles—used by customers around the world. We are also undertaking initiatives and such for carbon neutrality toward greenhouse gas visualization and reduction, which are scheduled to become mandatory disclosure for listed companies.

One of the most important management assets to the NITTO KOHKI Group is our human resources. We emphasize the creation of workplace environments where employees can continue to work with peace of mind and seek to enhance various systems such as welfare. An amazing corporate culture has taken root here, where people go about their assigned work seriously. We see the establishment of an environment where every employee can fully apply their abilities to help improve the organization’s overall vitality.

Regarding governance, we continue to review and enhance our internal control and undertake compliance education. We strengthened our system for data entry and rebuilt our checking system, implementing measures to prevent operation errors.



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In the future, we will also look at automation and standardization of operations to build a more resilient governance system.

As for our supply chain, we see stable parts procurement and maintaining our product supply system as part of our social responsibility. Our products are found in manufacturing and medical frontline equipment and are essential for our customers’ product activities and for ensuring safety. Given that our products are used in fields supporting social infrastructure, we are strengthening our relationships with partner plants and distribution partners to carry out uninterrupted product supply. We will also increase the sustainability of our overall supply chain by sharing initiatives for carbon neutrality with our partner plants.

Accumulating trust and my mission as president

Our management policy is directly linked to the Basic Sustainability Policy. Manifesting it through our management activities enhances our corporate value as the NITTO KOHKI Group. To continue providing value to all stakeholders, including our customers, employees, and shareholders, we have identified mutual understanding with stakeholders as one of our material issues.

Seven years ago, I was appointed as the president. Since then, I have seen our employees going about their work in manufacturing and

service provision seriously, resonating strongly with this corporate culture. My mission is to gain more stakeholders who like NITTO KOHKI by continuing to provide products in uniquely NITTO KOHKI brands such as CUPLA and ATRA as well as value that can only be offered by the NITTO KOHKI Group. At exhibitions and such in Japan and overseas, I often hear customers say they like NITTO KOHKI. Such feedback serves as encouragement for us.

Another key management activity is contributing through addressing social issues. During the COVID-19 pandemic, we gave workplace vaccinations to local companies in Ota-ku as well as employees and their families. It was an opportunity to contribute to the local community that has helped to grow our Group.

Such initiatives fulfill our responsibility to society and help bring pride to our employees. We will strive to increase our trust as a company as well as let our shareholders feel hope for sustainable growth and gain their empathy through these activities. Besides financial value, we will also create non-financial value. In this way, the NITTO KOHKI Group hopes to continue to be loved and trusted by our stakeholders.

Most importantly, we will build trust from our customers as our products are used in places that require quality and safety. They say it takes three years to build a castle but only one day for it to fall. Similarly, the trust we have gained in close to 70 years since our establishment can



be lost in seconds. We will continue to meet the expectations of society by always working hard and striving to improve without being complacent with the current state of things, providing firm quality and carrying out honest manufacturing.

NITTO KOHKI's Value Creation Process

Contribute to energy and labor-saving, and automation in industries as well as to the global environment

NITTO KOHKI has so far been carrying out endless improvements and delivering high-quality products that save energy and labor to a wide range of users under the spirit of "Development provides corporate insurance," our Corporate Motto. With rising awareness of environmental issues and the labor shortage becoming more severe, our

value of saving energy and labor will gain in importance relatively. Pursuing this value as an organization, we seek contribution to society and our employees' wellbeing, and corporate development as a result. Our Group will work as one to exemplify the Management Policy established by our founder Toshio Mikiya.



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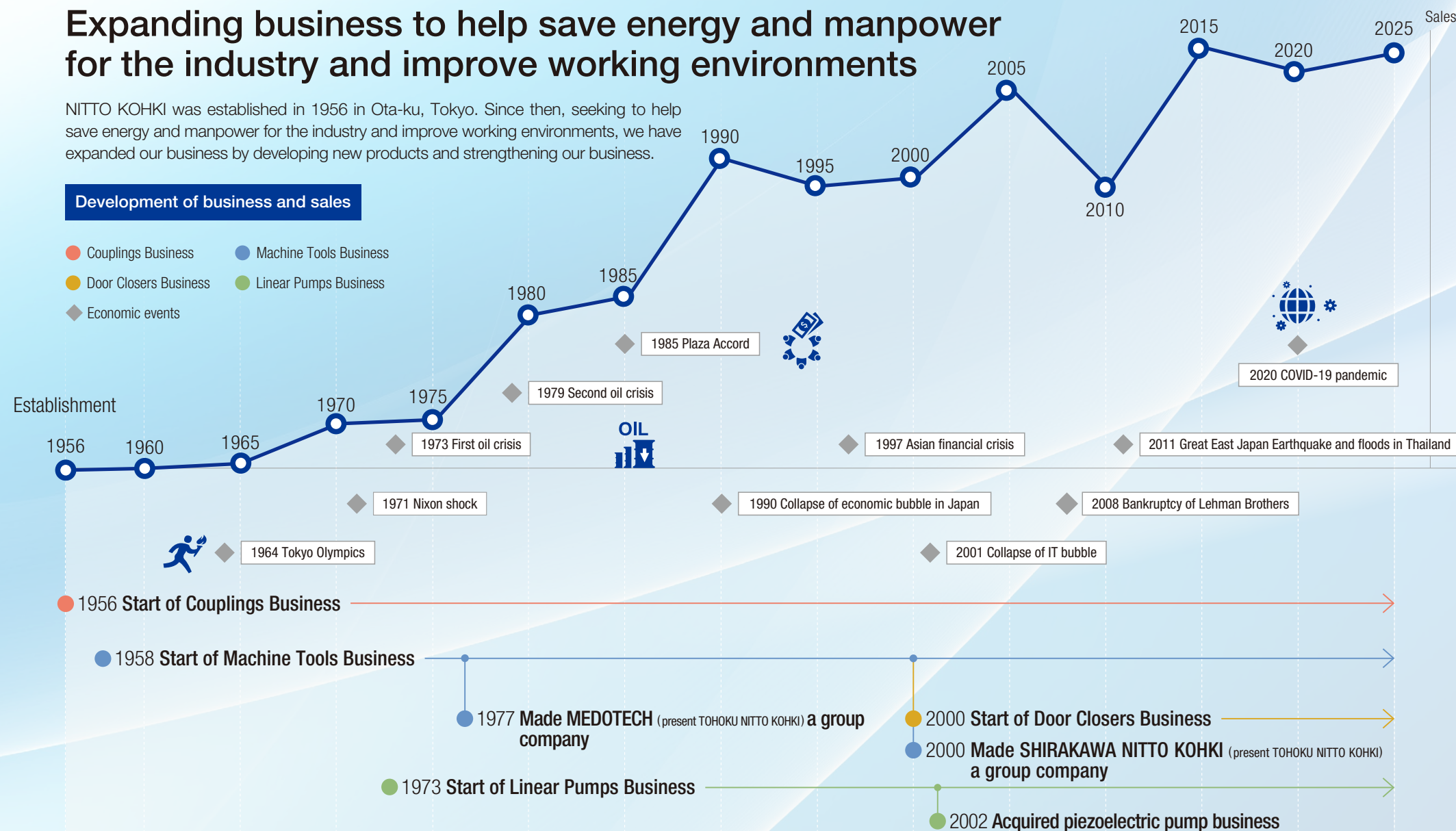
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Our Value Creation Achievements

Expanding business to help save energy and manpower for the industry and improve working environments

NITTO KOHKI was established in 1956 in Ota-ku, Tokyo. Since then, seeking to help save energy and manpower for the industry and improve working environments, we have expanded our business by developing new products and strengthening our business.

Development of business and sales



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Continuing Innovation since Establishment

Seeing the Evolution of NITTO KOHKI through Product Development

NITTO KOHKI was started 70 years ago by just two people in a corner of a small home. Through its long history, what has driven the company forward are the numerous products and activities born from the ability to always stay ahead of the times.

CUPLA adopted all over the world
SP CUPLA and HI CUPLA

The quick connect coupling CUPLA is a flagship product of NITTO KOHKI. Both the socket and plug of SP CUPLA have built-in automatic shut-off valves and can be used with a wide range of liquids. HI CUPLA is used for air and has a built-in automatic shut-off valve in the socket, with a simple and sturdy structure suitable for its applications. SP CUPLA was launched in 1956, and HI CUPLA in 1964. CUPLA, which started from SP CUPLA, subsequently expanded to a product lineup of 25,000 types and is adopted not just in Japan but all over the world.



Air Micrometer—The origin of the idea behind SP CUPLA

With the cooperation of the former Tokyo Institute of Technology Research Laboratory of Precision Machinery and Electronics, Toshio Mikiya developed the Air Micrometer, a high-precision measuring device that can measure inner and outer diameters, among others, in units of 1 micron using air pressure difference. This device was also used to measure the abrasion shapes of diesel engine cylinders and such by the engineers of Japanese National Railways during its peak. The attachment for topping up the oil of this Air Micrometer became the original design of SP CUPLA.



Vacuum pumps that contributed to many fields
Commercialization of linear pumps

Linear pumps were successfully commercialized in November 1973. As compressors and vacuum pumps, they have features such as being oil-less, clean, quiet, and durable. NITTO KOHKI's unique technologies are adopted in a wide range of fields, including medical, analysis, and beauty equipment as well as bubble baths, MEDO BLOWER for septic tanks, and food.



Aiming to expand lineup with new products
Business expansion through M&A delvo

Shirakawa Densetsu (present TOHOKU NITTO KOHKI) was acquired in April 2000. The electric screwdriver and door closer businesses were added to NITTO KOHKI, becoming new additions to the company's energy and labor-saving products. Electric screwdrivers—under the "delvo" trademark—are being used at assembly and manufacturing sites around the world. NITTO KOHKI also offers a variety of door closers fitting customers' needs, such as the AUTO-HINGE for fire doors and sliding door closers for welfare facilities and hospitals.



Drill press that became a major hit
Evolution of the ATRA series

The portable magnetic drill press ATRA was launched in 1958. It is used as an electric tool for drilling holes in steel materials—which are held in place with magnets—at construction and civil engineering sites. Variations of ATRA were developed together with global economic growth and technological innovation. ATRA is evolving each day to meet customers' needs, such as the automated QA series, the LO series that is lightweight and suitable for use in narrow spaces, and the CLO series which uses lithium-ion batteries.



Pneumatic high speed multi needle chisel that has won many awards
JET CHISEL

The pneumatic high speed multi needle chisel JET CHISEL was launched in 1962. Hard steel needles move back and forth at high speed, following the surface shape of the object being processed and peeling off the adhered matter. Its main applications include removing spatter after welding and removing rust. It received the PM Superior Products Award in 1965 and the Invention Grand Prix Ikeda Special Award in 1989.



Contributing to future energy
CUPLA for fuel cell electric vehicles

Fuel cell electric vehicles operate by using high-pressure hydrogen as fuel to generate electricity. The world's first production fuel cell electric vehicle used HHV CUPLA, a hydrogen refueling quick connect coupling developed by NITTO KOHKI. HHV CUPLA is also widely used as a coupling for supplying high-pressure hydrogen to cars at hydrogen stations.



Providing new value to the medical field
Re-establishment of the MEDO brand

After merging with MEDO INDUSTRIES, MEDO started anew as a brand of medical devices with built-in linear pumps. Besides the air massager MEDOMER series, the portable suction device Qtum was also launched. Through the MEDO brand, NITTO KOHKI provides customers with new value using medical devices.



* MEDO is an abbreviation of Mikiya Engineering Design Organization.



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Characteristics of Business Model

Development provides corporate insurance

NITTO KOHKI has continued to develop products, production technologies, markets, human resources, and organizations based on the spirit of “Development provides corporate insurance,” our Corporate Motto.

To deliver energy and labor-saving products that are truly beneficial to our customers, we will continue to pursue endless improvement of our respective functions and overall optimization.

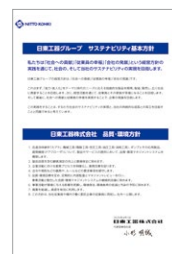
Understanding raw feedback from customers

We are developing mechanisms to find out the issues faced by users, including the ATTACK FAIR (Local Private Exhibition) exhibitions organized with the cooperation of distributors and retailers, and visits to users with a caravan car loaded with our products.



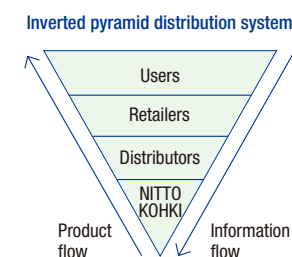
Environmentally friendly procurement

We attained ISO 14001 certification for our major sites in 2004. We conduct business with a high level of environmental awareness from an early stage. Even in purchasing, we are conducting environmentally friendly activities, including green procurement as well as being thorough in the investigation and management of chemical substances found in products.



Comprehensive sales network

To deliver our product to even more users, with the cooperation of distributors and retailers who deeply understand regional customers, we built a sales network that delivers products efficiently and quickly to customers. Key to this network is *Nitto-kai*, which boasts of more than 6,000 registered dealers.



Business Model

Marketing planning

Design and development

Purchasing

Production

Sales

Development of high-quality and unique products that are truly beneficial to customers

Caring about people through technology is central to our basic approach to development. We adopt the stance of users and pay particular attention to quality. We are not afraid to take on challenges for such purposes. Fully using our accumulated expertise on a vast number of disciplines—including fluid engineering, materials engineering, mechanical engineering, electrical engineering, and design engineering—as well as our abundant measurement, analysis, and test equipment, we conduct R&D toward satisfying our customers around the world.



Production system that efficiently produces a wide variety of products in small quantities

Regarding our products, CUPLA itself is a product group with more than 25,000 types. This is the result of continuing to take on challenges in new markets toward satisfying our customers. To efficiently produce our products, we are always pursuing the automation of production facilities and improvement of processes. We keep evolving without being afraid of changes in our production system.



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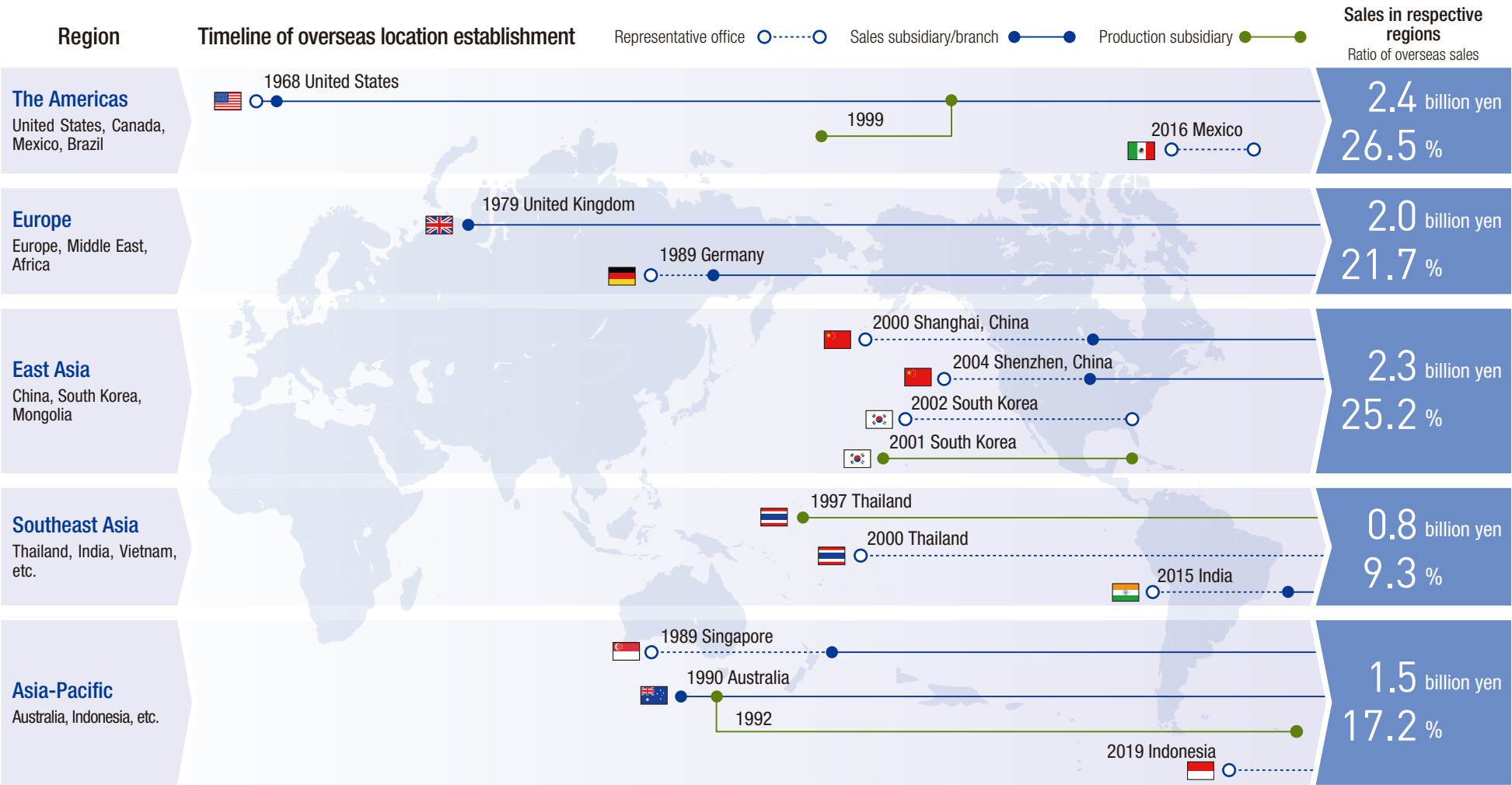
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History of Overseas Expansion

Going overseas in search of technologies and delivering products to users around the world

Back in 1968, which was about a decade after NITTO KOHKI’s establishment, it was still a time when there was a technology gap between the United States and Japan. To bring in more advanced technologies and deliver products to even more people, we established a representative office in the United States in 1968 for the purpose of research. Since then,

we have expanded sales while cooperating with local distributors in countries around the world. In September 2024, we turned our representative office in India into a local subsidiary. Overseas sales make up 33.9% of our overall sales (actual results for FY2024). Going forward, we will continue to expand sales of our products in overseas markets.



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Special Feature

A Site for New Challenges Driving Innovation in Manufacturing

Start of Operations at TOHOKU NITTO KOHKI Ozaso Plant

In July 2025, TOHOKU NITTO KOHKI Ozaso Plant started operations in Fukushima City. With “attractive plant” as its concept, it is a beautiful site equipped with the latest automation facilities, significantly improving its production efficiency. Through features such as being made barrier-free and the removal of oil mist, it is also a safer environment that is conducive to work. Representative Director, President CEO of TOHOKU NITTO KOHKI, Takashi Chiba talks about this plant that aims to achieve manufacturing that is friendly to people and the environment.

Photograph courtesy of Matsui Corporation

Key products of
TOHOKU NITTO KOHKI

AUTO-HINGE



delvo



ATRA





Front view of the building (façade)

Attractive plant in harmony with abundant nature

On March 1, 2024, SHIRAKAWA NITTO KOHKI (Shirakawa City), which manufactured machine tools and door closers, and MEDOTECH (Yamagata City) merged to form TOHOKU NITTO KOHKI CO., LTD. A new plant consolidating the two companies was completed in Fukushima City on May 30, 2025 and commenced production in July 2025. Located next to the Fukushima Ozaso Interchange on the Tohoku-Chuo Expressway, the entire plant can be seen from the expressway. Making use of its location and under

the concept of “attractive plant,” it was created by Kengo Kuma, who worked on Japan National Stadium, and Taro Ashihara, who has a long track record of working on plants of major manufacturers. The façade, which serves as the face of the building, adopts a design emphasizing harmony with the surrounding abundant nature and has a gentle feel that does not look like a plant at first glance. It mainly produces machine tools for processing steel, door closers for safely closing doors in various sizes, from residential ones to those for large facilities, and the electric screwdriver “delvo” that is used for assembling electronic devices and automobile parts. As it handles

many long-selling NITTO KOHKI products, the improvement in production efficiency makes this an important production site that significantly contributes toward improving the Group’s overall profitability.

Enhancing factory automation and building a flexible production system

As Ozaso Plant mainly produces a wide variety of products in small quantities, there is a large number of parts and it often takes time to set up. To improve the situation, we are promoting greater efficiency by introducing automation systems that use industrial



Representative Director, President CEO, TOHOKU NITTO KOHKI CO., LTD.
Senior Executive Officer, Chief Engineering Officer, NITTO KOHKI CO., LTD.

Takashi Chiba



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robots. One such example is the flexible manufacturing system (FMS) that allows the production of a wide variety of products in small quantities. Even while a machining center—which is a machine that can carry out several types of processing—is in operation, a robot automatically sets up the next step, contributing significantly to improved efficiency and operating rates. For parts picking, the latest automated warehouse system works in tandem with nearly 10 automated guided vehicles to automate the management and delivery of an enormous number of parts. Besides reducing workload, we are also working on an initiative to minimize the movement of people on the processing and assembly lines. In the inspection process, an

image inspection system is used to assess defective products, and we are also thinking about fully automating the inspection process.

We also have a preventive maintenance system in place to prevent production from being interrupted by machinery defects. Sensors constantly monitor the machines' vibration, noise, temperature, and such, and operation stability is increased through the early discovery of abnormalities.

Other than the use of these external systems, we also use NITTO KOHKI's products for automated machinery and robots, such as our automation systems for deburring and the electric vacuum end effector "e-VEE," enhancing feedback to our development staff. The plant

also serves as a site for experiments, with evaluation from a customer's perspective contributing toward improvements and new product development.

Manufacturing automation is a major theme in a society with a shrinking workforce. We are expanding production capacity by extending unmanned operating hours, and we seek to eventually establish a system for fully automated operation at nights and on non-working days.

Another of our key missions is the sharing of experience and knowledge between production sites. The NITTO KOHKI Group seeks to raise its technological capabilities by regularly conducting sessions for technological exchange between plants. It

Inside the plant



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Work being carried out in the plant



is necessary to distribute risk and build a flexible production system by allowing plants to share and alternate the production of key products in the future. The automation expertise accumulated at Ozaso Plant is an asset. Through sharing with TOCHIGI NITTO KOHKI and NITTO KOHKI INDUSTRY (THAILAND), we can also contribute toward the Group's business continuity planning (BCP) measures.

Visualization through DX and revamp of cost structure

There were many employees who were forced to choose to resign due to the consolidation of production sites. While the number of employees is lower compared to before consolidation, many new people have gathered at Ozaso Plant. The plant has gathered a lot of attention, often talk about such as for its excellent design. There are also many people who want to work at a plant built in their local area of Fukushima City, and we are seeing an increase in applications from new

graduates and for mid-career hires. Our employees are working as one to reduce waste so that we can cover the gap from having less people by automation and greater efficiency through reviewing our operations. Compared to our parent company, there are still many analog operations, so we are also promoting digital transformation (DX), seeing this as an opportunity to improve profitability. As we had put effort into DX education, we see results everywhere. For example, we aim to shorten production lead time by being able to understand, in real time, matters such as the flow of parts in the supply chain. At the same time, it is difficult to convey the benefits of shortening lead time in production plans to assembly and parts processing sites. Given that it is not easy to feel the effectiveness of DX, we hope to convey the benefits while sharing success stories and actively promote the transformation of awareness in parallel.

Capital investment—such as for construction and production machinery—was higher than initially expected due to the rise in material prices. The building

is a long-term asset that assumes an amortization period of at least 30 years. For production machinery and other capital investment, we will improve production efficiency to seek early recovery of cost. We will transition to a more efficient production system and optimize costs while seeking balance with the robust supply chain that we have established so far.

Pursuing reliable and safe manufacturing rooted in the local community

At Ozaso Plant, we are steadily building relationships with the local community. In particular, we have good achievements in the aspect of employment. We have recruited from the nearby special needs school for two consecutive years, and work on initiatives that create local employment as well as promote social inclusiveness.

We also hope to use our location next to Michi-no-Eki Fukushima to collaborate with the facility, and we are currently studying the conduct of local events distinctive

to us. The road called “Fruit Line”—a tourist attraction—runs in front of the plant, lined with farms for tourists. As many of these farms are operated by elderly people, we are also considering regional contribution activities, such as helping during harvest periods.

In the operation of the plant, we also place top priority on our employees’ safety and health. We recognize that we can only pursue quality, cost, and delivery (QCD) after ensuring safety and health, and keep stressing the importance of this to all employees.

Regarding the working environment, taking the risk of oil mist as an example, we set internal standards that are tighter than government standards, meticulously working on environmental management and employee awareness. This is not just a systemic

measure; it is also an initiative that we will make a part of our corporate culture based on the philosophy of delivering high-quality products to customers from a clean workplace.

One symbolic initiative is our decision in the initial stages to use white uniforms at Ozaso Plant. White uniforms allow people to immediately see dirtiness during work and environmental abnormalities. Our intention is to spread the awareness of always keeping the plant clean. In the end, we adopted a two-color uniform with a white top and black pants after considering practicality. Through such efforts, we are creating clean and safe workplaces.

We are also thorough in the aspect of safety. Besides promoting safety education within the plant,

we conduct monthly safety patrols and rectify risk areas. We continue to educate and provide information so that all employees have the mindset of taking ownership over their own safety. We are working on prevention, aiming for zero occupational accidents, and are strengthening efforts to create a safe and secure workplace environment.

Improving production efficiency, creating a conducive workplace, and placing top priority on employee safety while integrating into the local community—the NITTO KOHKI Group will convey world-class manufacturing from the stage of TOHOKU NITTO KOHKI’s new plant filled with various ideas and technologies. Please look forward to what is ahead.

Column

Creating an architecture never seen before in Japanese plants

Architect **Kengo Kuma**

Out of the blue, I was contacted by Mr. Ogata (Representative Director, President CEO, NITTO KOHKI CO., LTD.), a friend from my university days. I was very surprised when he asked me to design a plant in Fukushima. It was my first time designing a plant.

I was hesitant, but when I heard Ogata talking about his desire to create a workplace where employees can work comfortably and with pride, my heart was moved and I visited Fukushima.

Upon arrival, I was first struck by the abundant nature, particularly the beautiful mountain scenery, with the details of the mountainside clearly visible. Well located, including a good view from the expressway, the building offers a 360-degree view. Wanting to create a building here that will serve as a model for plants around the world, I went about designing it.

I used large, soft curves for the entire building and louvers—which are thin, overlapping lines—for the eaves. Importance was placed on creating a vast, panoramic experience. To give the building a gentle appearance, I paid more attention than usual to the details. I believe that a wonderful space has been created with a façade that exudes humanity and warmth. I hope this place will be the start of a new workstyle that is closer to nature.

Profile

Kengo Kuma was born in 1954. He established Kengo Kuma & Associates in 1990. He is currently a University Professor and Professor Emeritus at the University of Tokyo and a member of the Japan Art Academy after teaching at Keio University and the University of Tokyo. He currently has projects underway in more than 50 countries. He proposes architecture that opens up new relationships between nature, technology, and human beings.



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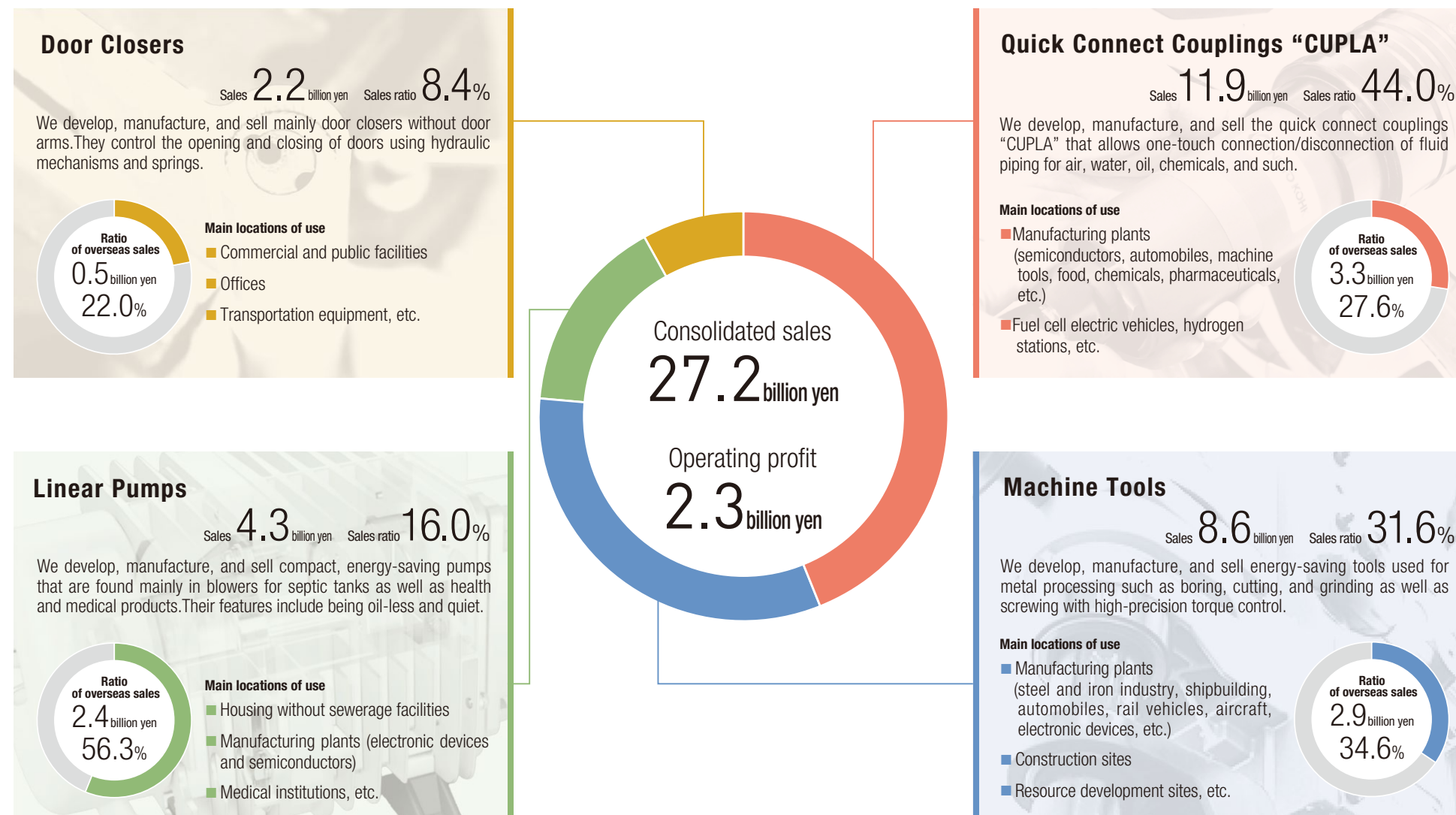
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Our Business

Overview of Business Segments

Four segments by product type

NITTO KOHKI manages financial performance under four business segments: quick connect couplings “CUPLA” that have continued to be produced since our foundation; machine tools that cover products such as “ATRA” and “delvo”; linear pumps installed in medical products, housing septic tanks, and such; and door closers and other construction-related products. For all of these segments, we have integrated systems where we carry out planning, development, production, and sales.



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CUPLA

Quick Connect Couplings “CUPLA”

We develop, manufacture, and sell the quick connect couplings “CUPLA” that allows one-touch connection/disconnection of fluid piping for air, water, oil, chemicals, and such. They are used across the world in a wide array of fields, including manufacturing plants for automobiles, electrical appliances, semiconductors and foods. They are also used in resource development sites, fuel cell vehicles and other transportation equipment as well as supercomputers and such.



Main products

HHV CUPLA High-pressure hydrogen



The first dedicated coupling for fuel cell electric vehicles in Japan. Used to connect devices for replenishing high-pressure hydrogen at hydrogen stations.

SEMICON CUPLA Semiconductor manufacturing/Chemical



Coupling for high-purity chemicals used for various applications including semiconductor manufacturing.

MULTI CUPLA Pipes for metal mold automatic exchange systems



Multi-port coupling that simultaneously connects multiple lines with different fluids. Applicable for automated systems.

FLAT FACE CUPLA F35 Construction machinery, etc.



Coupling for hydraulic pipes. Uses flat contact face design to reduce spills upon disconnection and minimize aeration during connection.

HYGIENIC CUPLA Food factories



Coupling for hygiene management with easy disassembling and cleaning functions. Won the GOOD DESIGN AWARD for FY2016 in Japan.

COMPACT ZERO SPILL CUPLA Data Center




Compact and high flow rate, reduces air inclusion and liquid spillage when connecting/disconnecting. Can be used for piping for water cooling in data centers.

HI CUPLA Series Various types of factories



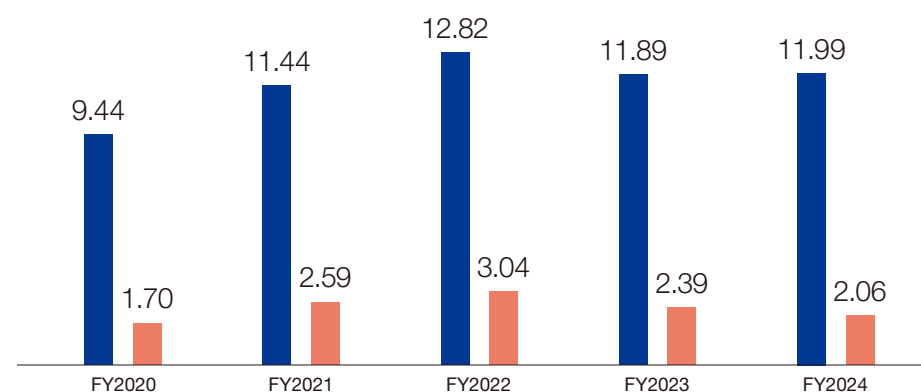
Coupling used in low-pressure piping for air in various types of factories. Equipped with built-in socket valves and available in various materials, sizes and configurations.

Production bases

	Tochigi TOCHIGI NITTO KOHKI		Fukushima TOHOKU NITTO KOHKI		Thailand NITTO KOHKI INDUSTRY (THAILAND)
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Performance trend

■ Sales (billion yen) ■ Operating profit (billion yen)



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Tools Machine Tools

We develop, manufacture, and sell energy-saving tools used for metal processing such as boring, cutting, and grinding as well as screwing with high-precision torque control. They are used for many applications, from construction, resource development, and infrastructure development to the manufacture and repair of automobiles, trains, and aircraft. In order to respond to the requirement of high-precision processing and assembly in a short time, we offer a lineup using different power sources, including electric, hydraulic, or pneumatic.



Main products

ATRA ACE Construction, architecture, and equipment manufacturing



Portable magnetic base drilling machine with one-touch cutter replacement function.

BELTON Automobiles, railway, and aircraft



Belt sander for sanding and grinding steel materials and castings.

JET CHISEL Steel fabrication and shipbuilding



Needle scaler that quickly processes metal surfaces with multiple needles.

JET BROACH Construction and architecture



Original one-touch type annular cutters.

"delvo" Brushless Series Electronic devices



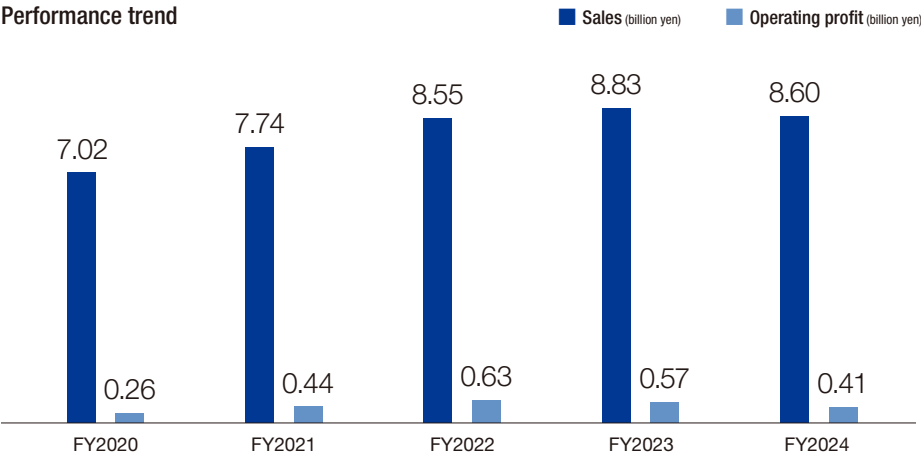
delvo
Electric screwdrivers that allow for high-precision screwing with functions such as torque setting and speed control.

Products for Automation Electronic devices



End effectors that realize automated production.

Performance trend



Production bases



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LINEAR Linear Pumps

We develop, manufacture, and sell energy-efficient and compact pumps, such as linear motor driven free piston type pumps. Their features include being oil-less and quiet. We provide customers in a wide range of industries—including medical, research, food, and electronic device manufacturing—with quiet pumps that supply clean air.



Main products

MEDO BLOWER Housing septic tanks, aquaculture, and ventilation



Quiet with low vibration, this stationary-type blower contains a linear motor driven free piston type pump.

AC and VP Series Endoscopes and inhalers



Linear motor driven free piston type compressors and vacuum pumps that supply clean air.

BIMOR PUMP Supply of inks and reagents



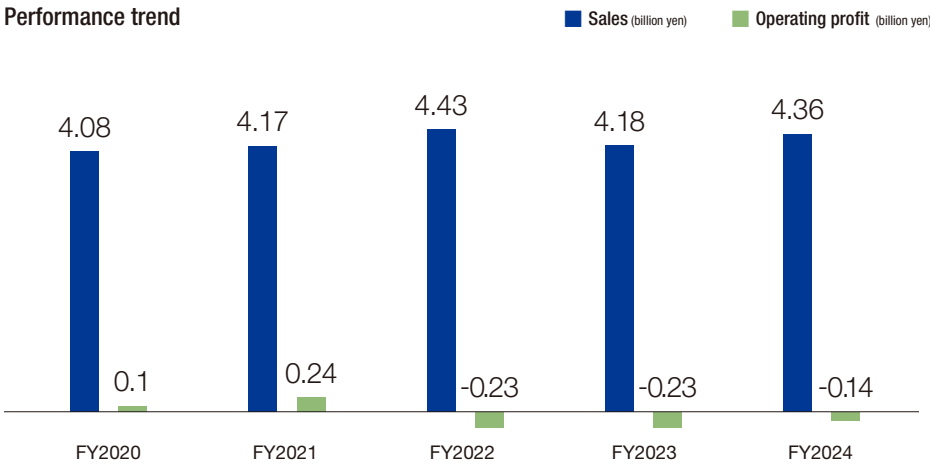
A compact, lightweight liquid pump driven by a piezoelectric element and integrated in a resin housing.

DP Series Suction conveyance



Capsule/diaphragm type pumps driven by a DC power source and demonstrating diversity as a built-in source of compress air and vacuum for equipment.

Performance trend



Merits of MEDO BLOWER



MEDO BLOWER supplies clean air. A linear motor driven free piston type pump is integrated in the resin soundproof/rainproof housing and provides a quiet and clean living environment for the global customers.

Production bases

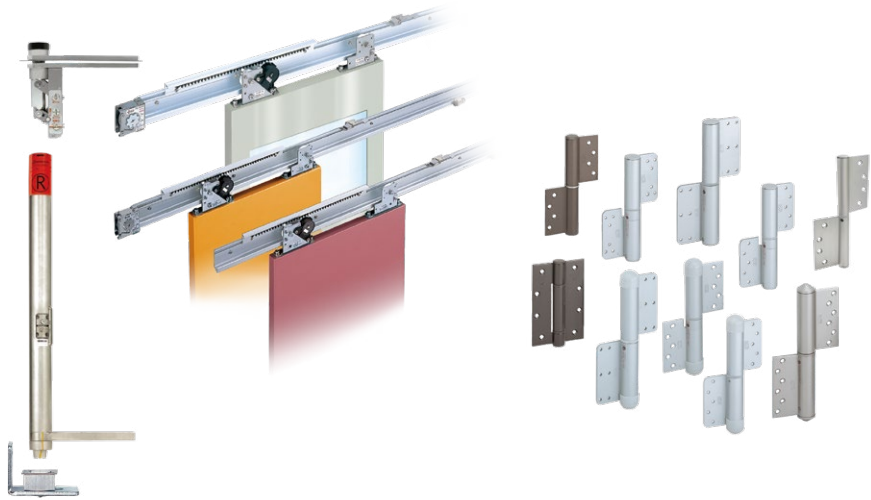
- Tochigi TOCHIGI NITTO KOHKI
- Fukushima TOHOKU NITTO KOHKI
- Thailand NITTO KOHKI INDUSTRY (THAILAND)

Door CloserDoor Closers

We develop, manufacture, and sell mainly door closers without door arms. They control the opening and closing of doors using hydraulic mechanisms and springs. They are used all over the world in a variety of doors for medical institutions, offices, transportation equipment, and other facilities.



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Main products

AUTO-HINGE

AUTO-HINGE Center Hang Type Fire doors and telephone box doors



Fully contained within the door to realize a stylish appearance. Often used for fire doors due to excellent functionality and durability.

AUTO-HINGE Flag Type Public facilities, offices, and entrance halls



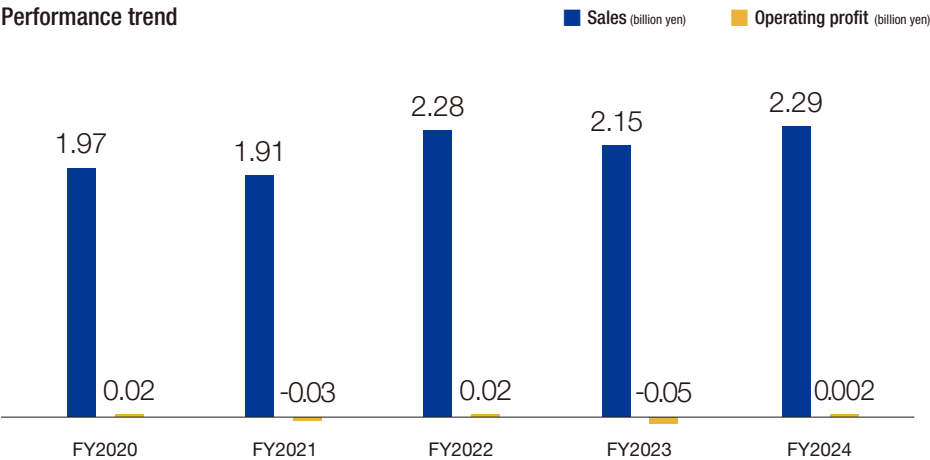
Use hydraulic mechanisms and springs to quietly and smoothly open and close doors. A simple hinge type design that allows for self-closing.

Sliding Door Closer Medical and public facilities



A door closer that allows sliding doors to be closed quietly, firmly, with light force, and at your preferred speed.

Performance trend



Production bases

Tochigi	Fukushima	Thailand
TOCHIGI NITTO KOHKI	TOHOKU NITTO KOHKI	NITTO KOHKI INDUSTRY (THAILAND)

Basic Sustainability Policy Founded on the Management Policy

Basic Sustainability Policy

We aim to achieve the sustainability of society and the Company by implementing our Management Policy of “contribution to society,” “employees’ wellbeing,” and “corporate development.”

Our Management Policy involves “contribution to society,” “employees’ wellbeing,” and “corporate development.”

First, we aim to contribute to society at large by developing, manufacturing, and selling creative products that meet the needs of the times based on the theme of “energy and labor-saving.”

Secondly, through our management activities, we aim for the wellbeing of our employees and their families.

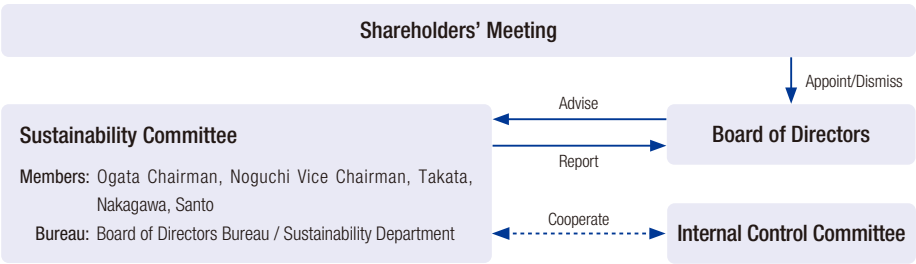
Finally, we aim to develop the Company by contributing to society and realizing the wellbeing of our employees. We believe that putting this into practice is synonymous with our goal of achieving both the sustainability of society and the sustainable growth of the Company.

Governance system for promoting sustainability

Sustainability promotion system

The Sustainability Committee was established on May 10, 2023 to further clarify and enhance initiatives for sustainability.

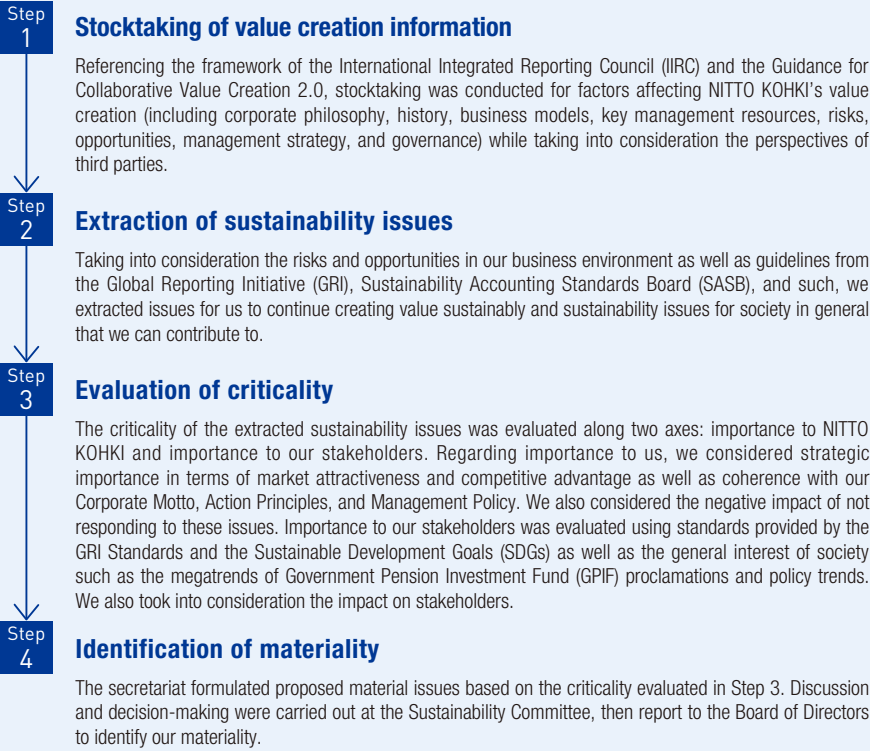
The committee is an advisory body of the Board of Directors and chaired by the president.



Meetings of the Sustainability Committee

Iteration	1st	2nd	3rd	4th	5th
Period	August 2023	April 2024	June 2024	November 2024	May 2025
Key discussions	●Formulation of basic policy and identification of material issues	●Consideration of action plans, etc.	●Discussion of disclosure policy, etc.	●Discussion of latest basic policy and materiality, etc.	●Discussion of disclosure policy, confirmation of system implementation, etc.

Process for the identification of materiality



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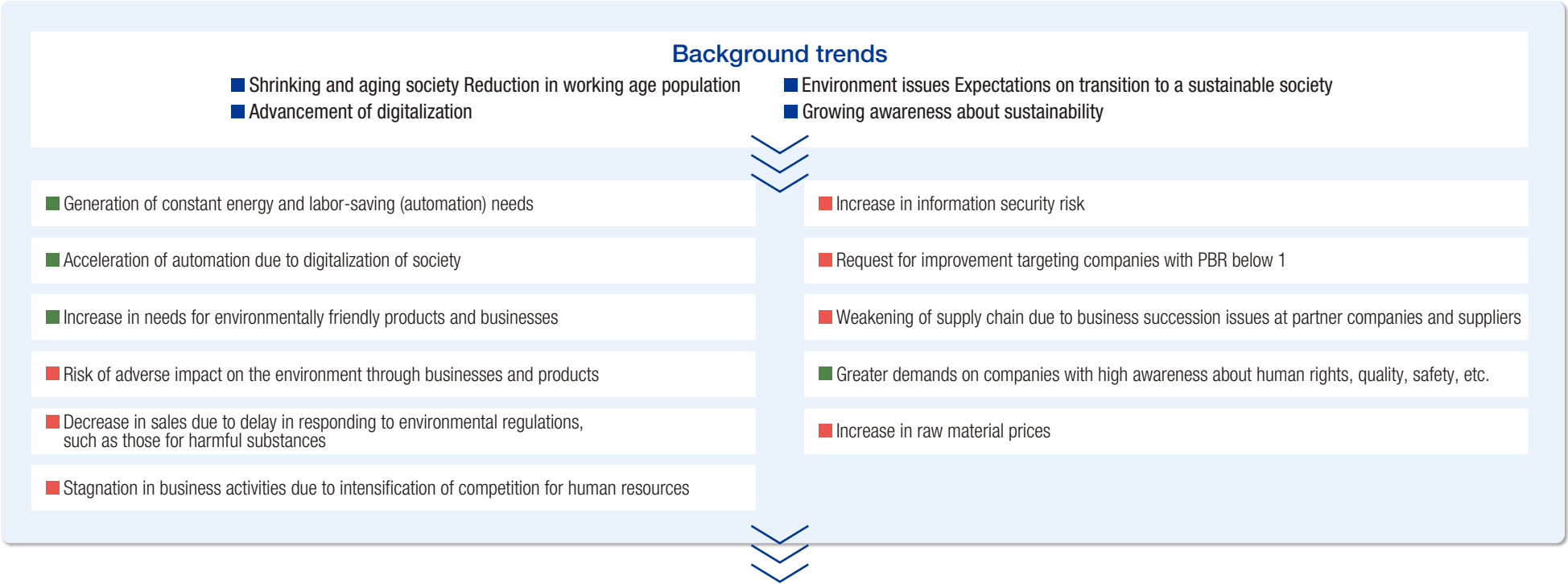
Identification of areas that NITTO KOHKI should contribute to as well as important matters for ongoing development

Among the various and diverse issues of society, what are those that NITTO KOHKI should contribute to? The era of high wages and labor shortage that we had been expecting since our establishment has become a reality today. Environmental issues also continue to become more severe even now.

As a company that continues to create energy and labor-saving products, we will focus on contributions toward solving these issues and work step by step on creating systems for continuing to take on these challenges.

■ Opportunity ■ Risk

Elements of risks and opportunities emphasized by NITTO KOHKI



NITTO KOHKI's Materiality

Establishing and implementing targets, indicators, and action plans for each material issue identified

The NITTO KOHKI Group is working as one on initiatives toward solving the material issues identified. These are some of the key targets and initiatives.

Contribute to energy and labor-saving, and automation in industries



Long-term aspiration

Provide energy and labor-saving, and automation products to all kinds of regions and industries to contribute toward addressing the issue of labor shortage faced by users. Use new technologies to enable work that was previously not possible.

Examples of targets and indicators

- Higher ratio of companywide sales of products for automation

Key initiatives

- Education/training, product development, and enhancement of automation-related equipment × digital technologies

Build governance that enhances sustainability



Long-term aspiration

Keep compliance at a high standard for the company as a whole by ensuring that compliance is functional and maintained at each level within the company and decisions are made in accordance with compliance. Establish a risk management system with high quality so that risks and opportunities are properly understood.

Examples of targets and indicators

- Board of Directors understanding and vibrantly discussing risks and opportunities

Key initiatives

- Board of Directors effectiveness evaluation and improvement activities
- Continuous dissemination of compliance information to officers
- Continuous review of internal control system

Contribute to the global environment through business activities



Long-term aspiration

Provide products to the decarbonization and energy-saving fields and contribute to the global environment through business activities as a whole, from design and development to disposal.

Examples of targets and indicators

- Greenhouse gas emissions (realization of carbon neutrality by 2050)

Key initiatives

- Visualization and reduction up to Scope 1, 2, and 3 emissions
- Expansion and enhancement of sales of environmentally friendly products

Promote mutual understanding with stakeholders



Long-term aspiration

Build relationships of trust with stakeholders, be widely recognized as a manufacturer of energy and labor-saving equipment, and undertake management and business activities with appropriate information disclosure and reflection of stakeholders' feedback.

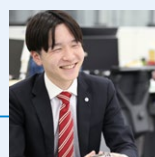
Examples of targets and indicators

- Information disclosure to a wide range of stakeholders and number of accesses
- User needs collection opportunities and number of cases

Key initiatives

- Publication of Integrated Report
- Expansion of opportunities for dialogue with investors
- Organization of NITTO KOHKI's own exhibitions

Realize an environment where human resources who care about people through technology can gather and play an active role



Long-term aspiration

Develop an environment where people can work healthily in both mind and body, safely and with peace of mind. Gather people with diverse ways of thinking who also identify with our corporate philosophy. Establish a corporate culture of taking on challenges so that employees can work with motivation and grow together with the company.

Examples of targets and indicators

- Resignation rate
- Percentage of female managers
- Employee engagement survey etc.

Key initiatives

- Introduction of engagement surveys and measures toward achieving targets
- Continuous improvement of work environments that also consider the above

Build a sustainable supply chain



Long-term aspiration

Maintain sustained communication with suppliers and carry out fair trade with them. Implement flexible and stable production, sales, and distribution systems that fit demand.

Examples of targets and indicators

- Ability to more quickly understand and share information within the supply chain
- Implementation of a stable supply system for times of emergency

Key initiatives

- Enhancement of collaboration between production and sales, development of mechanisms for opinion exchange with suppliers, and development of a stable procurement system for critical spare parts



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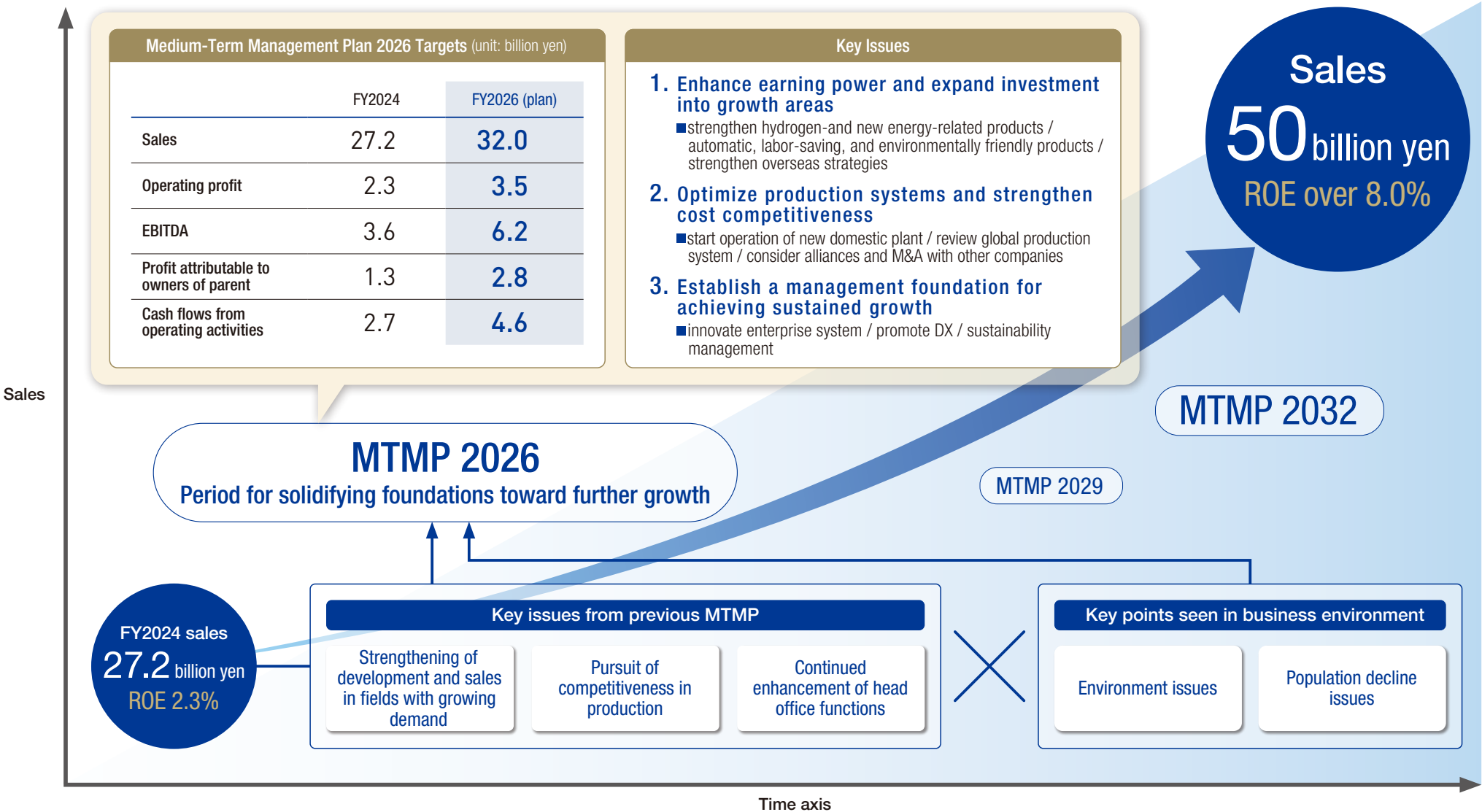
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Medium-Term Management Plan 2026

Main theme: Enhancing our earning power to make a great leap in the next decade

NITTO KOHKI has formulated the Medium-Term Management Plan 2026 (MTMP 2026) for the three years from FY2024 to FY2026 (April 2024 to March 2027).
* Information regarding the plan is current as of May 2024.



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Toward Achieving the Targets of MTMP 2026 / Progress of Initiative Themes

We will expand our lineup in the fields of automation and environmentally friendly products. As such, we will continue to improve our functions and work toward strengthening our advantage.

Initiative themes	FY2024 progress
1 Strengthen energy-related businesses, especially CUPLA for Hydrogen Use	<ul style="list-style-type: none">● Refine functionality and expand lineup of CUPLA for Hydrogen Use● Implement sales strategies to explore energy market trends
2 Proactively develop products suitable automation, labor-saving, and the environment	<ul style="list-style-type: none">● Expanded lineup of machine tools for automated machines● Increased sales of environmentally friendly products
3 Create new businesses with a view of the next decade	<ul style="list-style-type: none">● Regularly collecting partnership and M&A information
4 Reframe overseas strategies (Promote region-specialized strategies)	<ul style="list-style-type: none">● Established a subsidiary in India● Expanded sales territories in China
5 Improve profitability through improving delivery dates and reducing costs	<ul style="list-style-type: none">● Building production system toward transfer to new plant
6 Improve corporate value through integrating talents and DX investment	<ul style="list-style-type: none">● Conducted DX training for selected employees● Implemented human resource management system● Preparing for implementation of new enterprise system
7 Improve capital efficiency	<ul style="list-style-type: none">● Canceled 12% of shares (compared to FY2023)



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Initiative theme

1

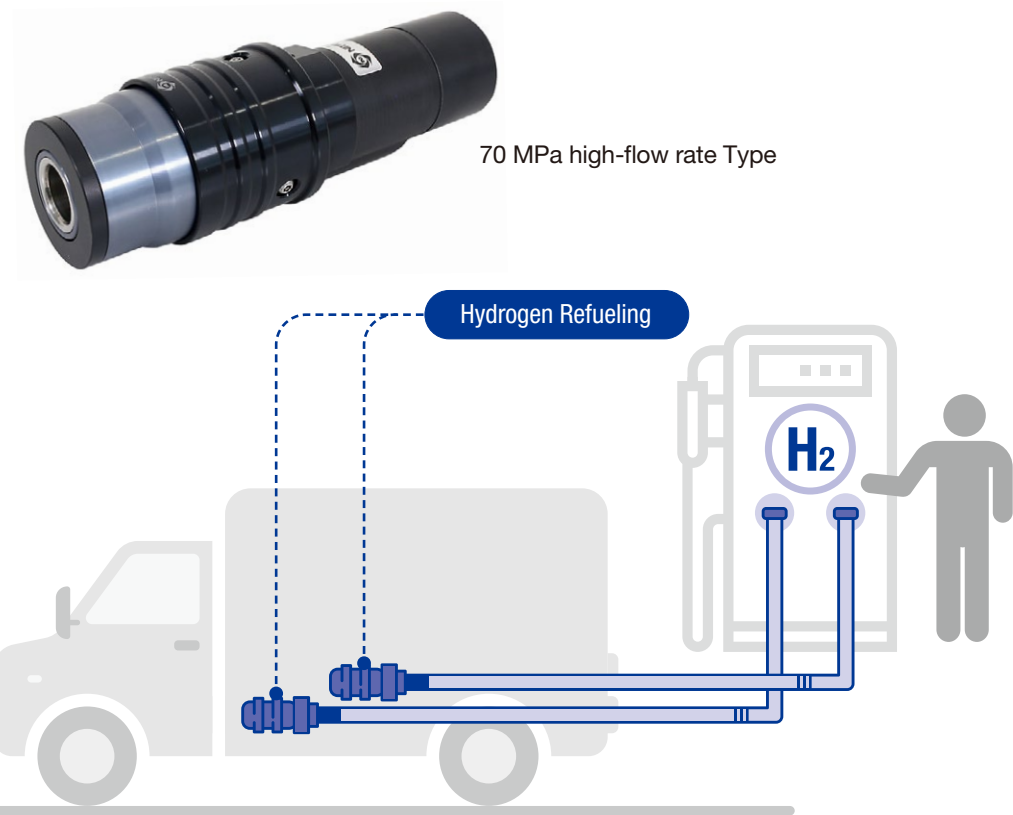
Strengthen energy-related businesses, especially CUPLA for Hydrogen Use

Conduct initiatives toward growth of mainstay CUPLA for Hydrogen Use

Product development

Development of new product

A 70 MPa high-flow rate type was developed to increase the refueling efficiency of fuel cell trucks and other large vehicles



Sales strategies that delve deeper into market trends

Inter-departmental Hydrogen Working Group launched

Objective	In preparation for the coming growth period, investigate production structures and investment scale
Members	Approximately 30
Activities	Identify and investigate issues in different areas, including production, sales and development

Hiring actual

Fuel cell electric vehicles	■Honda [CR-V e : FCEV] ■Toyota [The new Crown] ■Toyota [The new MIRAI]
Fuel cell bus	■Toyota [SORA]



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Initiative theme

2

Proactively develop products suitable automation, labor-saving, and the environment

Deployment of labor-saving and environment-friendly products will contribute to sales growth

Automation and labor-saving

We will develop various products with the objective of contributing to energy and labor-saving, and automation in industry

- Reinforce R&D of products compatible with automated machines and robots
- Increase collaboration with Slers

Product examples




Environmentally friendly products

Product examples

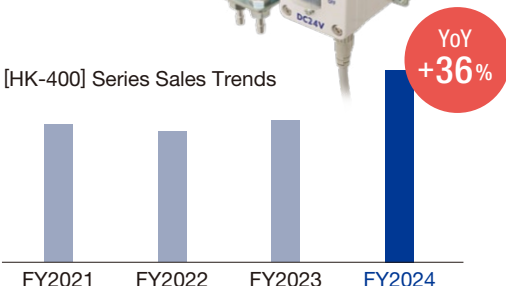
Cutting oil collecting unit HK-400A

We developed it with the concepts of low power consumption, compact, lightweight, and high safety. Compared to earlier manual work or air-driven vacuum pumps, significantly improves work efficiency and reduces power consumption. Also compatible with oil-based cutting fluids.

Enables recycling of cutting fluids and contributes to improved working environments and energy-savings



[HK-400] Series Sales Trends



Fiscal Year	Sales Trend
FY2021	Low
FY2022	Low-Mid
FY2023	Mid
FY2024	High (+36% YoY)

Initiative theme

4

Reframe overseas strategies (Promote region-specialized strategies)

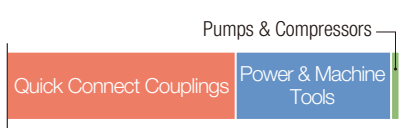
Enhance measures in priority markets: Establish a subsidiary in India and reinforce the organizational and engineering capabilities of subsidiaries in Europe and the Americas

Emerging markets

The subsidiary established in India in September 2024 is in the process of being put on track

Target market	Automobiles, air conditioning, and medical devices
Sales	0.3 billion yen (FY2024)
Sales targets	Approximately 1 billion yen (FY2030)

Sales composition of Indian subsidiary (FY2024)



Existing markets

- Expand sales channels in China and expand sales territories
- Enhance local engineering capabilities and continue to capture high-end demand
- Review existing sales channels and continue to identify collaboration partners

Growth strategies

Expand sales channels and conduct distributor training

Clarify targets and introduce new products in line with markets

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Cash Allocation

With cash on hand and operating cash flows as capital, we will carry out growth and capital investment aimed at maintaining and increasing earning power, and at the same time, actively undertake shareholder returns. We will achieve as early as

possible our target ROE of 8% while sufficiently paying attention to capital efficiency, and seek to address the situation of PBR remaining below 1.

Basic policy

We shall secure ample operating capital through combining operating cash flow and effective use of on-hand cash. While prioritizing capital allocation to growth investments, we shall continue stable shareholder returns and enhance corporate value.



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Sales Strategy

Enhance Global Competitiveness by Focusing Resources on Priority Markets

NITTO KOHKI leverages its robust sales network across Japan and overseas, along with its high product quality, to strategically focus resources on priority markets. We also respond flexibly to the diverse market conditions and changes in customer needs, while implementing initiatives aimed at sustainable growth. Chief Sales and Marketing Officer Keisuke Yokota talks about the background and future prospects of our sales policy.

Managing Executive Officer Chief Sales and Marketing Officer Keisuke Yokota

Using both product development and sales network to achieve the top share in the industry

The quick connect coupling CUPLA, the core product of NITTO KOHKI, boasts a high market share in many fields, including automobiles, semiconductors, and machine tool products. We also have niche, leading products in machine tools, linear pumps, and door closers. Driving these products are our continuous investment in technological development since our establishment, our robust and high-quality product manufacturing, and a robust sales network spreading across Japan and overseas. Under our Corporate Motto of “Development provides corporate insurance,” a philosophy from the time of our establishment, we

continue to carry out development that accurately captures the needs of the times. The quality, durability, and sturdiness of our products are highly rated at the places where they are used.

As for our sales network, we have a network of more than 6,000 distributors across Japan as well as a distribution network overseas. This allows us to quickly deliver excellent products to our customers. These product and sales capabilities create a multiplier effect that has served to maintain our advantage in the industry for many years.

In addition, we have implemented an initiative where the sales departments at our front lines share their knowledge with our development staff. We are also increasing opportunities for development staff to visit exhibitions and sites to get a feel of the

market in person. We will maintain our two strengths—the excellence of our products and our mechanism for promoting them—while further strengthening collaboration with our sales partners, and at the same time, pursue NITTO KOHKI’s value that is recognized by our customers.

Developing overseas markets using strategies based on regional characteristics

For our expansion into overseas markets, we have formulated a medium- to long-term strategy roadmap and are systematically developing markets. In particular, it is important to take different approaches to the markets of developed and emerging countries,



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and we are implementing strategies based on their respective needs.

In developed countries, product quality and the provision of added value are the keys to differentiation. Besides competing through price, we need to propose solutions that deal with social issues, such as labor-saving and environmental friendliness. Meanwhile, in emerging countries, we need to prioritize the establishment and enhancement of sales channels. For example, we established a representative office in India in 2015 and turned it into a local subsidiary in 2024. This allowed us to receive orders and manage inventory on our own, strengthening our active involvement in the local market. As a result, we could respond faster and more flexibly while reducing the load on local retailers who were previously directing importing and managing inventory.

Conveying frontline knowledge to development staff toward proposal-based sales staying ahead of changes

Standing at the front lines of sales, I strongly feel the breadth of our products' application scope and the size of their future potential. Specifically, we already have product groups that can address social issues—such as labor saving and automation as well as decarbonization—and new industrial fields. We also have a system that can flexibly respond to future technological innovations and market changes.

Currently, overseas sales remain at approximately one-third of our overall sales, but considering our technological capabilities and the versatility of our products, I believe further expansion is possible. Common across markets is the rising demand for products that are compatible with collaborative robots that meet labor saving and automation needs. This is a

field where CUPLA and machine tools can be used. Our products that use linear pumps to supply the necessary amount of air near production line equipment also help to save energy and improve efficiency within plants. Product development and proposal activities based on such feedback from the places where our products are used can be said to be the unique strength of our sales. We have a system where our sales departments take in market changes and signs at an early stage and share them with our development and product departments. Through this internal collaboration, we can swiftly respond to changing needs and improve our product's market applicability. We will continue to roll our new product groups and solutions based on latent needs discovered through the front lines of our sales and work to maximize customer satisfaction.

Increasing the potential of AI, semiconductors, and hydrogen through expansion with a view of growth areas

To maximize the use of management resources while keeping timelines in mind, we formulate medium-to long-term roadmaps for each segment and area and invest resources according to market characteristics and growth forecasts. In this way, instead of expanding in all directions to please everyone, we implement area strategies using the plan-do-check-act (PDCA) method while being clear about our priorities. Currently, we have set the Indian market as a priority region and are working to establish a sales system, including the establishment of a local subsidiary.

In the domestic market, we are working to respond to growth areas such as semiconductors, artificial intelligence (AI), and data centers. Data centers will continue to grow in Japan. CUPLA are used in large



quantities for water-cooling pipes at data centers, and our sliding door closers are used in air-cooling units. We expect demand to further grow in the future. As for HHV CUPLA quick connect couplings for hydrogen, we are implementing initiatives toward increasing global demand in the future, using our strengths—a foundation of joint research with partners spanning more than 20 years, and being the only manufacturer in Japan supplying mass-production quick connect couplings for fuel cell vehicles.

Toward sustainable growth while cooperating with our partners

The global state of society is changing significantly, and competition is becoming more intense in each country. We will develop markets using our differentiated product, proposal, and sales channel capabilities without falling into simply competing through price. Our relationships of trust with distributors and retailers are strengths essential for differentiating from our competitors. We will continue to work together with our partners to create value, aiming for sustainable growth.



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Technology Strategy

Unique Technologies Aligned to the Environment and Society Support Sustainable Growth

The key product groups of NITTO KOHKI are supported by the evolution of their respective core technologies. We continue to take on the challenge of developing products that contribute to a sustainable society while considering factors such as the environment, energy-saving, and safety. Chief Engineering Officer Takashi Chiba talks about these initiatives of NITTO KOHKI.

Senior Executive Officer Chief Engineering Officer Takashi Chiba



NITTO KOHKI's business is supported by four pillars, and the evolution of their core technologies transforms products

We have four major product groups that serve as the pillars supporting our business. Each group spans several core technologies. For example, sealing technology that ensures leak-proof properties is at the core of the quick connect coupling CUPLA, our flagship product, as it requires high airtightness.

Another important area of technology where we have accumulated many years of expertise is about how to pass air and other fluids through without losing pressure. For structures with built-

in valves, to achieve a design that does not obstruct the flow of fluids, it is necessary to have technology and knowledge for designing minute structures. Accumulating technologies overcoming such issues one by one has led to our present strengths.

In the field of machine tools, given the trend of decarbonization in recent years, we are further accelerating the transition toward electric power from the previous mainstay air tools. Particularly for brushless motors, we are shifting from a system where they were externally procured to one where they are designed and manufactured in-house. Through this approach, we are developing products that combine environmental performance and high efficiency.

Consideration for the environment is a given—Consistent corporate stance across all products and processes

About 20 years ago, we introduced the use of a Design for Environment (DfE) sheet that assesses environmental impact across the entire life cycle, from the product planning stage to material procurement and disposal by customers. We also apply the Green Procurement Standard to reduce environmental impact across our supply chain. We practice sustainable manufacturing such as by eliminating harmful substances, limiting the use of energy, and recycling waste. For example, the MEDO BLOWER has a structure that is driven without using oil. It is highly rated as a product that



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supplies clean air. Other examples of technologies that combine greater energy efficiency with less environmental impact are the internal design of CUPLA that allows fluids to flow smoothly and the aforementioned brushless motor of the electric screwdriver “delvo”. This approach is not limited to certain products; it has been established as a standard approach in our design and manufacturing.

Environmental initiatives are not something that can be achieved overnight. We worked on them for many years. We have been developing and implementing systems based on ISO 14001 international environmental management standard since 2004, and as a result, creating a corporate structure that can naturally address sustainability issues such as climate change and greenhouse gases. We have been consistently practicing the theme of energy and labor-saving since our establishment, and the theme’s importance is increasing amid the reducing workforce due to a shrinking and aging population.

Regarding safety, our quality assurance departments conduct strict evaluation, thoroughly verifying product reliability through harsh durability and reliability tests that can be called “nasty” tests. This embodies our attention to quality since our establishment, and we will continue to pass it down.

Passing on skilled techniques to the younger generation—Systematic development through ground experience and DX training

In product development, we also put effort into passing down techniques and developing human resources. Instead of making people learn by looking at the work of skilled engineers, we actively conduct

systematic on-the-job-training, workplace visits, and external training. For example, the quick connect coupling CUPLA and electric screwdriver “delvo” are used at the production lines of our customers, which are usually places that are difficult to access. We actively let young employees participate when there are opportunities to visit such places.

In addition to ground experience, we are also working on the development of digital skills. As digitalization has become necessary in recent years, we conduct external workshops, internal digital transformation (DX) seminars, and other regular training and results presentations to put in place an environment where all employees—including those from sales and planning departments and not just engineers—are familiar with digitalization expertise. We also periodically rotate human resources across the NITTO KOHKI Group and are committed to the horizontal deployment of technology and knowledge.

Continuing to take on the challenge of creating sustainable products stemming from our customers’ needs

We also focus on developing products and technologies that contribute toward achieving a sustainable society. More than 25 years ago, we started working on hydrogen-related technologies in our flagship product CUPLA and have expanded compatibility to various fields of next-generation energy, including liquid hydrogen. We also develop many machine tools for automation needs. We quickly grasp new needs and signs of changes, manifest them as technologies, and reflect them in our products. This can be said to be a key policy in our development of sustainable products. Such efforts are supported by conversations with our

customers and collaboration with our sales departments, and we are strengthening our system for deeper understanding of feedback from the ground.

For automation technology, actually, the plants of the NITTO KOHKI Group are at the forefront of practical application. For example, regarding automation systems for deburring, our tools are installed on robots to automate the deburring of diecast parts. We continue to make improvements by receiving evaluation feedback through actual operation at our plants. By having our plants function as customers, we can develop highly practical products.

There is also the electric vacuum end effector “e-VEE” that uses our pump technology. It achieves significant energy-saving by stopping the supply of air when a certain vacuum pressure is reached. Furthermore, the electric screwdriver “delvo” has torque and speed control, contributing to higher quality and automation of screw tightening.

We will remain sensitive to the changes in industry and society and create sustainable products while reflecting our customers’ needs and our frontline knowledge in our products.



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Management Strategy

Organizational Flexibility Will Support Sustainable Corporate Growth

The ability to flexibly accept change is essential for sustainable corporate growth. NITTO KOHKI is therefore enhancing systems in the areas of human resource development, digital transformation (DX) promotion, and risk management to create and operate an effective organization. Chief Administration Officer Hiromi Noguchi talks about NITTO KOHKI’s future policies.

Director Managing Executive Officer
Chief Administration Officer, Investor Relations **Hiromi Noguchi**

Creating an organization that can flexibly respond to changes centered on our management philosophy

Today, the changes in society and the economy are rapid and substantial. It is important to formulate and implement strategies based on our philosophy to strengthen our management foundation under such an environment. We have a clear management philosophy since our establishment, and we carry out flexible and effective organizational management while always seeking alignment with our philosophy.

Firstly, a key issue is the (1) securing and development of human resources. Establishing an environment that can recruit and retain excellent human resources and go on to develop them serves

as a foundation for corporate growth. We are creating workplaces where employees can work with job satisfaction.

Next, (2) improvement of the organization’s flexibility and adaptability is also essential. To allow the smooth communication of intention between departments, we are strengthening the use of digital technologies and actively revamping our internal systems.

In the (3) promotion of DX, we seek to go beyond greater efficiency to create new business models and competitive advantage. In April 2025, we established a new IT Management Division to strengthen our DX promotion system. We are also focusing on plant visualization as well as education and human resource development, working to raise our overall level of awareness and skills.

We also emphasize the (4) development of a corporate culture and the sharing of values. We are working to enhance organizational unity by sharing our philosophy—including our Corporate Motto, Action Principles and Management Policy—and code of conduct with all NITTO KOHKI Group employees.

Another important corporate value is (5) sustainability and social responsibility. “Contribute to society” is in our Management Policy, and addressing environmental and social issues is directly linked to corporate trust and brand value enhancement.

Finally, it is indispensable to have (6) thorough risk management and compliance. We are thorough in systemic risk management founded on legal compliance. We seek stable, long-term corporate management by strengthening preparations for crises.



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Creating workplaces that draw out the abilities of diverse human resources and where everyone shines

We work to create environments where diverse human resources can perform well. Since FY2024, we have been collecting and analyzing internal data related to human capital, applying our analysis to understanding the current situation and formulating measures. In FY2025, we embarked full-scale on effective initiatives based on this data.

Our education is based on our Corporate Motto of “Development provides corporate insurance.” We aim to develop human resources that take on challenges autonomously as well as to create workplaces where all employees can apply their abilities. Key examples include:

- Introducing correspondence education and e-learning
- Encouraging self-improvement and educating of others through a goal management system
- Introducing instructor and mentor systems to establish cross-departmental support systems
- Providing opportunities for taking on challenges, whether in or outside Japan, through assignments, transfers, and a self-declaration system
- Strengthening education in robot safety and DX
- Enhancing educational content that develops autonomy, such as selective training for young employees and tier-based training

Regarding diversity, we seek to let diverse human resources perform well regardless of gender, emphasizing their abilities. Our goal is to achieve 8% for our percentage of female managers by March 2027. We already have several female general managers in our administrative departments and have appointed some as officers. We have expanded

childcare support so that male employees can also actively participate in childcare, and implemented a “comeback” system that allows employees to return to work after resigning. We are recruiting foreign employees mainly at our overseas sites, and also putting effort into their development. Last year, we conducted training for the representatives of our sites under the theme of “What should we develop in the next three years?” at NITTO KOHKI’s headquarters and studied the future of the NITTO KOHKI Group.

We also implement active measures for the employment of people with disabilities. As of April 2025, we have employed the equivalent of 9.5 persons. We plan to continue such recruitment in the future. For elderly human resources, we have a reemployment system, and we also undertake reviews of our career and compensation systems.

We believe that there is a foundation for accepting diverse values when it comes to human resource appointment and the workplace environment. Going



forward, we plan to visualize awareness and satisfaction through engagement surveys and reflect this in our measures.

Regarding flexible work styles, we have implemented telecommuting for certain occupations. We also allow employees to take on side jobs, supporting diverse work styles matching lifestyles and career plans.

Strengthening risk management and governance and developing a healthy and sustainable corporate culture

Inappropriate accounting was discovered at Group company TOCHIGI NITTO KOHKI CO., LTD. and disclosed on September 12, 2024. We took this seriously and established a Special Investigation Committee that included external experts, formulating measures to prevent recurrence based on the investigation’s results and recommendations.

Currently, together with thoroughly implementing these measures, we are working to improve the effectiveness of our internal control system. Specifically, we reviewed the organizational structure and operations processes of the departments where problems occurred, and we have already improved our system for monitoring accounting data which was inappropriately processed. We also reorganized our Financial Reporting Committee, which is in charge of evaluating internal controls related to financial reporting, and sought to strengthen the committee so that it can operate with high effectiveness. Furthermore, we are working diligently to review our overall risk management system, including strengthening the auditing functions of our headquarters, with the goal of completing this by FY2025. Through this series of efforts, we will prevent management risks and build a highly reliable governance system.



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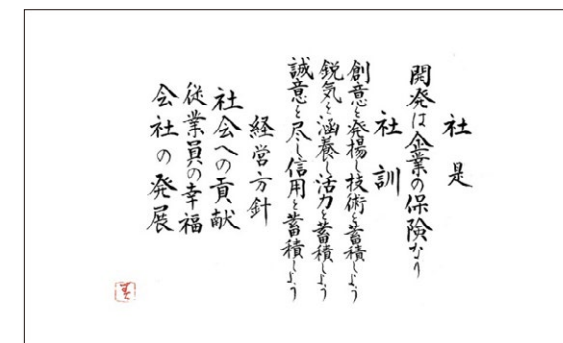
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Together with Society and Local Communities

The NITTO KOHKI Group's Management Policy involves "contribution to society," "employees' wellbeing," and "corporate development." First, we aim to contribute to society at large by developing, manufacturing, and selling creative products that meet the needs of the times based on the theme of "energy and labor-saving." Secondly, through our management activities, we aim for the wellbeing of our employees and their families.

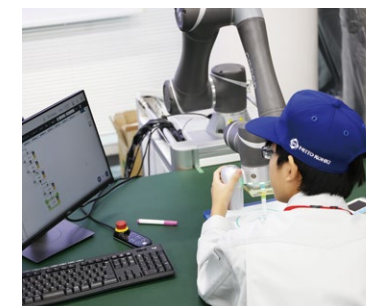
Finally, we aim to develop the Company by contributing to society and realizing the wellbeing of our employees. We believe that putting this into practice is synonymous with our goal of achieving both the sustainability of society and the sustainable growth of the Company.



Social studies visit



Tree-planting



Workplace experience



Plant visit for technical students



Invitation to art museum for people with disabilities

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Human Capital

Realize an Environment Where Human Resources Who Care about People through Technology Can Gather and Play an Active Role

To achieve “employees’ wellbeing” as stated in our Management Policy, we focus on creating an environment where they can work with peace of mind. We study risks and opportunities related to human capital and have identified “Realize an environment where human resources who care about people through technology can gather and play an active role” as a materiality, implementing various initiatives.



Global Leadership Training Program



New employee education



Employee who made use of the childcare support system



Club activities

Human capital metrics (consolidated)	Unit	Target	FY2022	FY2023	FY2024
Number of employees	Person	-	1,021	1,014	1,052
Percentage of mid-career recruitment	%	-	45.2	73.8	33.9
Resignation rate	%	5% by March 2027	5.3	8.1	6.7
Percentage of female managers	%	8% by March 2027	6.9	6.2	6.2
Rate of male employees who took childcare leave	%	50% by March 2027	27.3	33.3	71.4
Gender wage gap	%	65% by March 2027	61.8	63.8	66.1

1 Conducive workplace

- Carry out telecommuting, reduced working hours, and acclimation work depending on circumstances such as childcare or nursing care
- Subsidize nursery school extension fees to support balancing childcare and work
- Create opportunities for development and support from own and other departments by using instructor and mentor systems in parallel
- Provide information on dealing with people with mental issues and consultation desks to build a health support environment

2 Engagement

- Using the self-declaration system and interviews with supervisors, actively provide those who want with development opportunities through transfers within and outside Japan
- Introduce engagement survey and study specific measures for solving company issues while sharing the survey results with the management

3 Learning

- Embark on initiative to improve autonomy of participants by further reviewing tier-based, company-wide, and new employee training and adopting a system for choosing training content and period
- To support autonomous learning, introduce company-wide e-learning menu and establish a system that allows flexible participation in company-wide and tier-based training
- To adapt to changes in the business environment, conduct selective training for new and mid-level employees to develop human resources specializing in DX, with participants promoting greater operational efficiency using DX at their own departments
- Set correspondence education participation rate as a key performance indicator (KPI) and disseminate popular correspondence education lessons to employees each month on the intranet to encourage employees' active and autonomous self-improvement and capability development; correspondence education participation rate in FY2024 was 32.8%

4 Diversity

- Conduct Global Leadership Training Program (GLTP) so that local employees at overseas affiliates can contribute with leadership, and aim to encourage the appointment of diverse human resources

5 Welfare

- Welfare services
- Asset accumulation savings system
- Retirement benefits system
- Group term insurance
- Assistance when changing jobs
- Life planning seminars
- Various rest and recreation facilities
- Loan system
- Vaccination subsidies
- Club activities
- Recognition for long service
- Company anniversary
- Employee stock ownership association system
- Social gathering subsidy system
- Congratulatory and condolence money
- Dormitories for single employees
- No-overtime day



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Environmental Strategy

Environmental Management that the NITTO KOHKI Group Seeks

The NITTO KOHKI Group positions “Contribute to the global environment through business activities” as a material issue for management.
This page introduces our environmental strategy and specific initiatives.

With ISO 14001 international environmental management standard as the foundation, the NITTO KOHKI Group will conduct sustainable management with consideration for the environment and people. The following are the key issues affecting the environment in our business activities.

- (1) Reducing the environmental impact of our business activities and products

(2) Managing the chemical substances found in our products and developing a management system

(3) Developing an efficient production system

(4) Visualizing and reducing carbon dioxide (CO₂) and other greenhouse gas emissions

Besides the development of energy and labor-saving products that are friendly to the environment, we also work to improve production efficiency, carry out energy-saving production, and reduce waste. We conduct sustainable management with consideration for the environment and people in all business activities, such as sales activities and product transportation.

Initiatives for climate change and carbon neutrality

We have identified “Contribute to the global environment through business activities” as a material issue. With Japan’s environmental policy of achieving carbon neutrality by 2050 in mind, we calculate and disclose greenhouse gas emissions based on the Greenhouse Gas Protocol. Besides Scope 1 (direct emissions) and Scope 2 (indirect emissions from purchased energy and such), we started calculating Scope 3 (other indirect emissions) in FY2023.

Initiatives for overall visualization of Scope 3 emissions (website of ASUENE Inc.; in Japanese)

NITTO KOHKI Group’s supply chain emissions (unit: tCO ₂)					
	FY2020	FY2021	FY2022	FY2023	FY2024
Scope 1	852	905	846	792	840
Scope 2	5,222	5,546	4,944	4,143	3,693
Scope 3	-	-	-	77,321	87,245

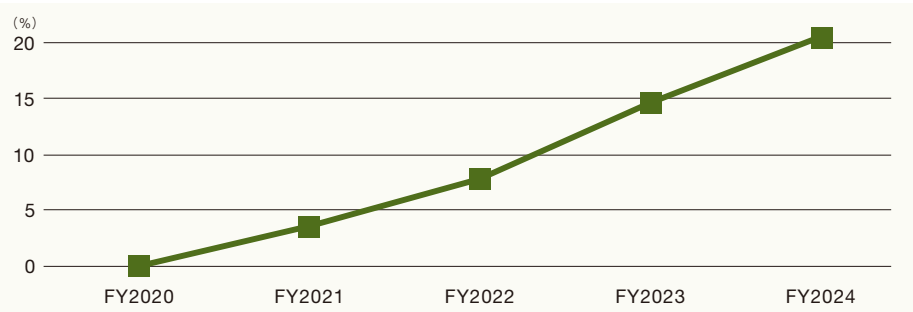
Initiatives for the use of renewable energy

Since 2021, we have been working to reduce greenhouse gas emissions. Examples include introducing a solar power generation system at our plant in Thailand and using hydropower-generated electricity at the former MEDOTECH plant in Yamagata. We will continue to use renewable energy in the future to achieve environmental conservation in our business activities. In FY2025, we started using hydropower-generated electricity at TOHOKU NITTO KOHKI and TOCHIGI NITTO KOHKI.



Example of renewable energy use
(solar power generation system at our plant in Thailand)

NITTO KOHKI Group’s use of renewable energy (Japan and Thailand)



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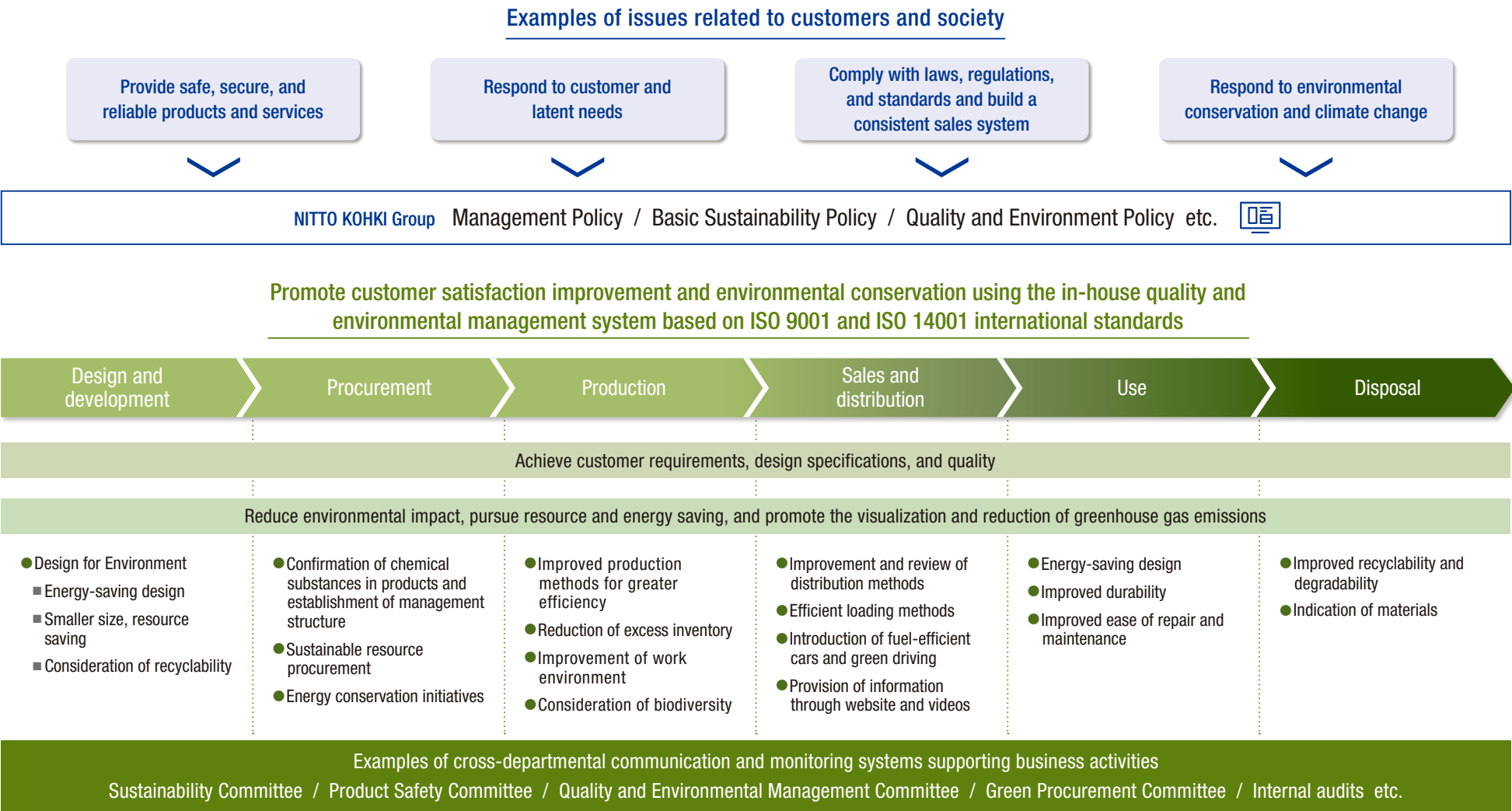
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Environmental Strategy

Quality and Environmental Management System for Customer Satisfaction and Environmental Conservation

The NITTO KOHKI Group has established a quality and environmental management system for the provision of products and services. The following are initiatives for improving customer satisfaction—including product quality—and conserving the environment.



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Initiatives for Strengthening Governance

We have built the most appropriate corporate governance from the perspective of enhancing the soundness and transparency of management to gain trust from all stakeholders.

Basic approach to corporate governance

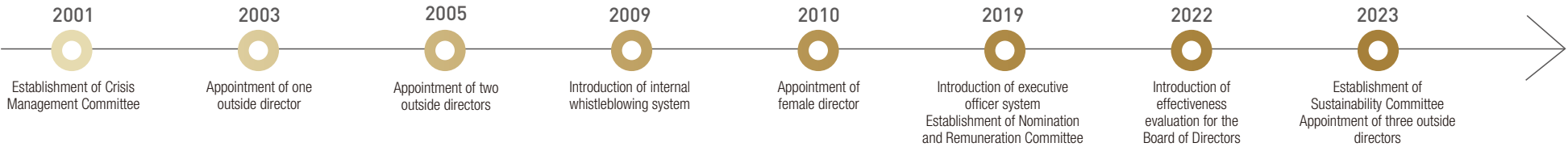
NITTO KOHKI sees the purpose of corporate governance as an effort for pursuing continuous improvement of corporate value. We will strive for proper functioning of management supervision function so that we can ensure transparency through timely and appropriate information disclosure.

We can also improve corporate value by keeping our promises to stakeholders and earning their trust.

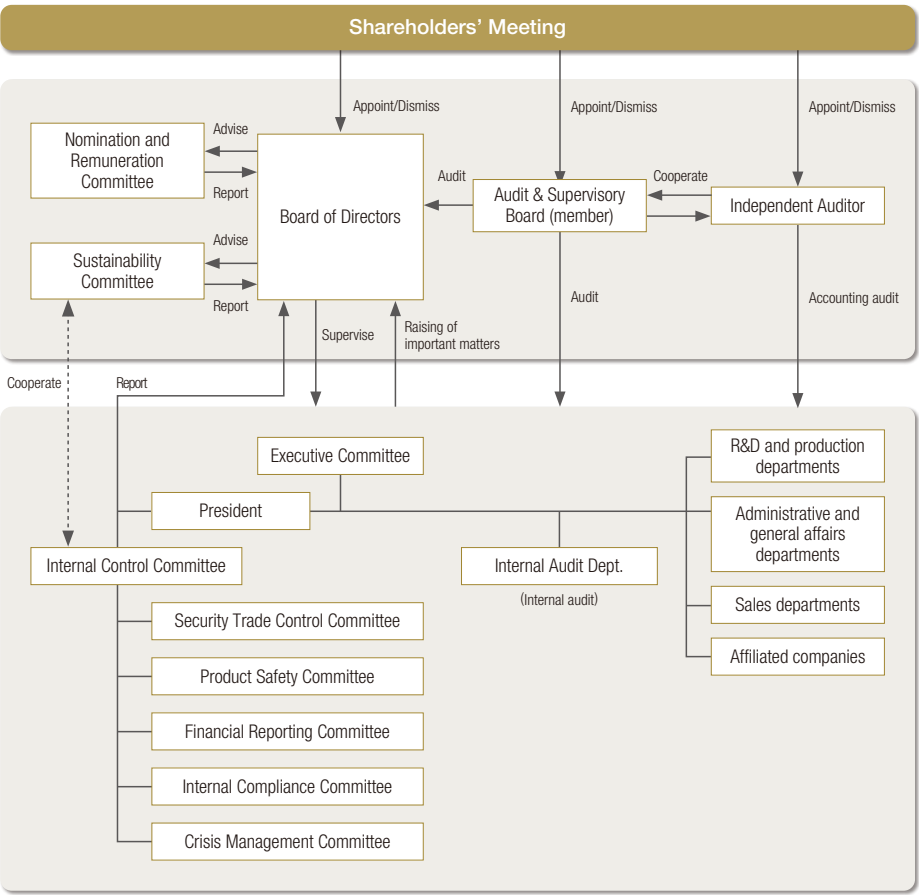
Basic policy

1	Safeguarding of shareholders' rights and ensuring of equality	We will establish an environment that effectively safeguards the rights of shareholders. We will also give consideration to ensuring equality in the execution of rights by minority shareholders and shareholders who are foreigners.
2	Appropriate cooperation with stakeholders other than shareholders	We will seek appropriate cooperation with various stakeholders, and work to address issues, such as social and environment issues, while respecting the positions of these stakeholders.
3	Appropriate information disclosure and ensuring of transparency	Besides timely disclosure of the company's financial situation, business performance, and other financial information, we will also disclose non-financial information through news releases, websites, and such.
4	Duties of the Board of Directors, etc.	The Board of Directors supervises the management and directors, with three independent outside directors providing perspectives from independent and objective positions, in addition to the distribution of meeting materials beforehand and the conduct of supplementary explanation and such as necessary. The Audit & Supervisory Board, which includes two outside members, regularly holds meetings with the three independent outside directors and states opinions to the management at meetings of the Board of Directors. This is the system in place to fulfill the responsibilities entrusted by shareholders.
5	Dialogue with shareholder	To contribute toward sustainable growth and improvement of medium- and long-term corporate value, besides dialogue at the general meetings of shareholders, we also respond to requests for separate dialogue with our shareholders.

Strengthening of governance over the years



Corporate governance structure



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Risk Management and Business Continuity Management

To achieve sustainable growth and stable business operation, we established a risk management structure for sustainability and internal control and operate this structure in an integrated manner.

Sustainability-related risk management

The materiality (material issues) announced in November 2023 were identified taking into consideration the risks and opportunities in the background. Going forward, we will regularly review those risks and opportunities and reflect them in our strategies as necessary. The Internal Control Committee as well as the Crisis Management and Product Safety Committee under it also study risks and collaborate with the Sustainability Committee as necessary.

Regarding the management of climate change-related risks and opportunities, while our Group has not declared our support for the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD), we agree with the gist. First, we conducted scenario analysis (for 2°C and below as well as 4°C) with the involvement of external experts and evaluated the risks (transition risks and physical risks) and opportunities. Presently, we assess that risks are limited, with the increase in costs from the introduction of carbon pricing being the only risk with high importance.

Internal control-related risk management

We established the Internal Control Committee, chaired by the president, as the highest decision-making body regarding internal controls. Subcommittees were established under the Internal Control Committee to address individual areas and risk management systems are effectively operated in accordance with the Internal Control Rules, Compliance Rules, Security Trade Control Rules, Crisis Management Rules, and the rules of individual committees.

In an emergency, a Crisis Response Headquarters, headed by the president, is established and systems are mobilized to respond rapidly in order to prevent expansion of damage and to minimize losses. Furthermore, based on the Affiliated Companies Management Rules, the Corporate Planning Dept. oversees manufacturing Group companies in Japan and overseas, while the Overseas Sales Promotion Dept. oversees sales Group companies outside Japan to implement a structure that promotes corporate group compliance and risk management.

Business Continuity Policy

NITTO KOHKI has set the following priorities in case of emergency.

Protect the lives of employees and their families

Maintain the supply of products

Fulfill our social responsibilities

Measures for business continuity

- 1

Secure purchasing routes

In preparation for an emergency, NITTO KOHKI is working to establish structures that constantly take into consideration alternate routes (cooperating plants).
- 2

Backup production systems

The Couplings business, the Machine Tools business, and the Linear Pump business operate one plant in Japan and one in Thailand. NITTO KOHKI is working to establish systems at plants that will make alternate production possible.
- 3

Maintain the supply of products

If production is suspended, inventories at the West Japan Distribution Center and TOCHIGI NITTO KOHKI and inventories maintained by distributors located throughout the country will be used to minimize the risk of running out of inventory.
- 4

Sales backup system

Development and operational testing has been completed of a system that will enable the headquarters or the Osaka Branch to perform order taking and placement operations in the case where a sales branch or the headquarters, is damaged.
- 5

Sales Branch backup system

The emergency contact locations are ready to address matters as substitutes for the regular contact locations.
- 6

Facility preparedness measures

In preparation for an earthquake, NITTO KOHKI is taking measures to minimize damage to structures. In addition to earthquake-proofing structures themselves, reinforcement is being added to fixtures and office equipment is being fixed in place. Furthermore, an appropriate quantity of disaster reserves, such as helmets, food, and blankets, are kept at the Headquarters and sales branches.
- 7

Information and data backup system

A system to backup information and data essential for supplying products to customers already exists. During power outages, the server room operates on an emergency generator, if, however, operations become unfeasible, operations can immediately be switched to a different site for rapid recovery.



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Board of Directors

The Board of Directors discusses important matters in management and supervises the execution of duties through reports on matters such as key items in the medium-term management plan and the basic strategies of each department. In addition to resolutions based on laws, regulations, and the articles of incorporation, the Board of Directors also discusses and decides on matters determined by NITTO KOHKI with an emphasis on the perspective of sustainability.

Composition of directors and Audit & Supervisory Board members and their skill matrix

NITTO KOHKI's Board of Directors comprises company directors fitting to oversee the respective fields of technological development, production, sales, management, planning, and such, as well as directors with global knowledge and experience and female directors. The number of directors is kept to the minimum necessary, with a balance between diversity and scale. There are three outside directors, and all of them are independent of the company. The Audit & Supervisory Board comprises three members, of which two are outside members. Besides the Board of Directors meetings, the Audit & Supervisory Board members also attend important meetings and carry out strict supervision over the directors' execution of duties.

Name	Current position	Corporate management	Sales and marketing	Legal affairs and compliance	Financial affairs and accounting	International perspective	ESG
Akinobu Ogata	Representative Director, President CEO	●	●			●	●
Yoko Takata	Director	●					●
Hiromi Noguchi	Director Managing Executive Officer		●		●		●
Yasuo Nakagawa	Outside Director			●		●	●
Mitsuru Komiyaama	Outside Director				●	●	●
Masaji Santo	Outside Director	●	●			●	●
Yutaka Nishida	Audit & Supervisory Board Member				●		●
Hirohisa Kagami	Outside Audit & Supervisory Board Member			●			●
Hisashi Shinozuka	Outside Audit & Supervisory Board Member	●	●			●	●

* The items that are expected in particular for each person are stated.
* The above table does not represent the entire scope of knowledge and experience possessed by each person.

Board of Directors effectiveness evaluation

NITTO KOHKI emphasizes the effective functioning of corporate governance for the continuous improvement of our Group's corporate value and evaluates the effectiveness of the Board of Directors every year.

Method of evaluation	A survey targeting all directors and Audit & Supervisory Board members was conducted to confirm the state of improvement in issues discovered during FY2023's effectiveness evaluation results—in which an external agency was engaged—as well as to uncover new issues.Based on the analysis results of the survey, the Board of Directors also discussed matters such as the effectiveness of the Board of Directors in FY2024 and the areas with issues.
Matters evaluated	<div>■ Composition and operation of the Board of Directors</div> <div>■ Management strategy and business strategy</div> <div>■ Corporate ethics and risk management</div> <div>■ Dialogue with shareholders etc.</div>
Evaluation results	<p>The evaluation results for FY2024 showed that, for the issue pointed out in FY2023 regarding room for improvement in the provision of information for further enhancement of discussions, it was necessary to develop a system to deepen discussions by the executive regarding the provided materials. As a meeting series that is separate from the Executive Committee, a system was implemented to conduct a Chief Officer Meeting—centered on chief officers who are executive officers with appointments—each month before the Board of Directors meeting.</p> <p>At the Chief Officer Meeting, discussions are conducted regarding the operational state and issues of the respective areas—development, sales, and administration—and information related to important management issues are provided to the Board of Directors for discussion.</p> <p>Another issue pointed out in FY2023 was the improvement of capital profitability. It was recognized that more information has been provided for evaluating the current state of capital profitability. However, it was pointed out that there was a need for further discussions on specific measures for the improvement of capital profitability.</p>



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Nomination and Remuneration Committee and Officer Remuneration System

NITTO KOHKI operates the Nomination and Remuneration Committee as an advisory body of the Board of Directors to further enhance our corporate governance structure. A remuneration system for officers has also been designed to get directors to properly manifest the functions of management supervision and duty execution.

Nomination and Remuneration Committee

We have established the voluntary Nomination and Remuneration Committee as an advisory body of the Board of Directors. Chaired by an independent outside director, the committee discusses nomination and remuneration of directors, Audit & Supervisory Board members, and executive officers. The results are reported to the Board of Directors. In this way, we ensure transparency and objectivity in the procedures for deciding nomination and remuneration.

The committee also participates fittingly in the functions and discussion processes of the Board of Directors related to the succession plan for the president and development of such candidates.

Composition of Nomination and Remuneration Committee

- Chair

: Outside Director

Yasuo Nakagawa
- Member

: Representative Director, President CEO

Akinobu Ogata
- Member

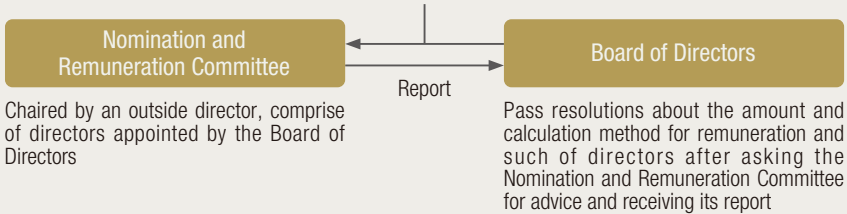
: Outside Director

Mitsuru Komiyama

Process for deciding remuneration of directors

The Board of Directors passes resolutions about the amount and calculation method for remuneration and such of directors after asking the Nomination and Remuneration Committee for advice and receiving its report.

Ask for advice about details of resolution based on the policy for determining matters such as the individual remuneration of directors



Policy for determining individual remuneration and such of directors

Our officer remuneration system reflects responsibilities and results such that we can maintain our competitiveness in the industry, and at the same time, seek for improvement in our performance, continuously improve corporate value, and share our interests with our shareholders.

Component	Policy for determination
Basic remuneration	The basic remuneration of directors is a fixed monthly remuneration that is determined after comprehensively considered while also taking into account the standards of other companies according to position, responsibilities, and years in that position, our business performance, and the standards of our employees' salaries. The remuneration and such of outside directors is a fixed monthly remuneration only, taking into consideration their position of supervising and advising management from a position that is independent from the execution of duties. The amount shall be fitting for the responsibilities of an outside director, and is separately determined, taking into account factors such as whether the position is a full-time or part-time and the respective roles to be fulfilled.
Performance-linked remuneration	For annual bonus, proper evaluation is undertaken for areas such as the state of achievement of management targets based on the consolidated sales and consolidated operating profit ratio, which are set as performance indicators of the medium-term management plan. The evaluation is reflected in remuneration, which is paid out in June.
Ratio between performance-linked remuneration and remuneration other than performance-linked remuneration	To ensure objectivity and appropriateness, objective comparison and verification of remuneration standards and link to performance is conducted for the ratio of bonuses paid to directors (excluding outside directors) as performance-linked remuneration using officer remuneration research data from an external research agency. The policy is to adopt the most appropriate ratio to contribute toward the company's sustainable growth and improvement of medium- and long-term corporate value.



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List of Officers (as of June 25, 2025)

Members of the Board of Directors / Audit & Supervisory Board Members



Representative Director, President CEO
Akinobu Ogata



Director
Yoko Takata



Director
Hiromi Noguchi



Outside Director
Yasuo Nakagawa



Outside Director
Mitsuru Komiyama



Outside Director
Masaji Santo



Audit & Supervisory Board
Member
Yutaka Nishida



Outside Audit & Supervisory Board
Member
Hirohisa Kagami



Outside Audit & Supervisory
Board Member
Hisashi Shinozuka

Executive Officers

Representative Director,
President CEO
Akinobu Ogata

Senior Executive Officer
Chief Engineering Officer
Takashi Chiba

Managing Executive Officer
Chief Administration Officer
Investor Relations
Hiromi Noguchi

Managing Executive Officer
Chief Sales and Marketing Officer and
General Manager, International Business H.Q.
Keisuke Yokota

Managing Executive Officer
Deputy Chief Administration Officer and
General Manager, Administration H.Q. / Digital Transformation
Yasushi Onoda

Executive Officer
Kazunari Arai

Executive Officer
Keiichi Murakami

Executive Officer
Tetsuya Kuwabara

Executive Officer
General Manager, R&D H.Q.
Masaki Takahashi

Executive Officer
General Manager, General Affairs H.Q.
Tomoko Ishikawa

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Financial Data and Non-financial Data (ESG-related Data)

	Unit	FY2022	FY2023	FY2024
Business Performance				
Sales	Million yen	28,091	27,072	27,256
Operating profit	Million yen	3,459	2,680	2,342
Ordinary profit	Million yen	3,612	2,821	2,510
Profit attributable to owners of parent	Million yen	2,489	1,841	1,345
Capital investment	Million yen	1,405	6,117	6,328
Depreciation expenses	Million yen	1,343	1,299	1,270
R&D expenses	Million yen	1,045	1,001	870
Financial Position				
Total assets	Million yen	66,632	65,066	66,605
Net assets	Million yen	57,768	57,175	58,183
Total shareholders' equity	Million yen	56,432	54,628	54,875
Cash Flows				
Cash flows from operating activities	Million yen	2,299	2,307	2,709
Cash flows from investment activities	Million yen	4,652	-333	-6,852
Cash flows from financing activities	Million yen	-1,498	-3,740	-1,385
Cash and cash equivalents at end of period	Million yen	20,403	18,805	13,429
Financial Indicators				
Equity-to-asset ratio	%	86.68	87.85	87.34
Return on equity (ROE)	%	4.39	3.20	2.33
Share Information				
Book value per share (BPS)	Yen	2,876.49	3,022.27	3,108.44
Earnings per share (EPS)	Yen	122.81	93.49	71.86
Annual dividends per share	Yen	53.00	43.00	39.00
Dividend payout ratio	%	40.7	40.8	54.3

	Unit	FY2022	FY2023	FY2024
Environmental ^{*1}				
Scope 1 greenhouse gas (GHG) emissions	tCO ₂	846	792	840
Scope 2 greenhouse gas (GHG) emissions	tCO ₂	4,944	4,143	3,693
Scope 3 greenhouse gas (GHG) emissions	tCO ₂	-	77,321	87,245
Social				
Number of employees	Person	1,021	1,014	1,052
(number in Japan)		728	735	762
Percentage of mid-career recruitment ^{*2}	%	45.2	73.8	33.9
Rate of employees taking paid leave ^{*2}	%	62.7	59.7	62.0
Resignation rate ^{*2}	%	5.3	8.1	6.7
Percentage of female managers ^{*2}	%	6.9	6.2	6.2
Number of employees who took childcare leave ^{*2}	Person	10	12	19
Rate of male employees who took childcare leave ^{*2}	%	27.3	33.3	71.4
Governance ^{*3}				
Number of Directors	Person	5	6	6
Percentage of Outside Directors	%	40	50	50
Percentage of female Directors	%	20.0	16.7	16.7
Number of Audit & Supervisory Board members	Person	3	3	3
Percentage of outside Audit & Supervisory Board members	%	66.7	66.7	66.7

*1 Limited to data that can be calculated as of July 2025

*2 NITTO KOHKI Group companies in Japan

*3 NITTO KOHKI CO., LTD.



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Headquarters



Australia



United States



Germany



United Kingdom

Sales and distribution offices in Japan

- **Headquarters, R&D Lab/ Eastern Sales Div. / Tokyo Branch I, Tokyo Branch II**
2-9-4, Nakaikagami, Ota-ku, Tokyo, Japan
- **Western Sales Div. / Osaka Branch I, Osaka Branch II**
2-10-10, Fukaekita, Higashinari-ku, Osaka-shi, Osaka, Japan
- **Western Japan Distribution Center**
3-3-12, Hama, Tsurumi-ku, Osaka-shi, Osaka, Japan
- **Midland Sales Div. / Nagoya Sales Branch**
3-173-2, Yashirodai, Meito-ku, Nagoya-shi, Aichi, Japan
- **Sapporo Sales Branch**
1-3-10, Higashisapporo-gojo, Shiroishi-ku, Sapporo-shi, Hokkaido, Japan
- **Sendai Sales Branch**
3-2-4, Oroshi-machi, Wakabayashi-ku, Sendai-shi, Miyagi, Japan
- **Niigata Sales Branch**
3-4-10, Meikeshinmei, Chuo-ku, Niigata-shi, Niigata, Japan
- **Matsumoto Sales Branch**
4082-7, Shimauchi, Matsumoto-shi, Nagano, Japan
- **Kitakanto Sales Branch**
76-1, Yanagihara-cho, Isesaki-shi, Gunma, Japan
- **Shizuoka Sales Branch**
6-15-4, Kutsunoya, Aoi-ku, Shizuoka-shi, Shizuoka, Japan
- **Hamamatsu Sales Branch**
1341, Sasagase-cho, Chuo-ku, Hamamatsu-shi, Shizuoka, Japan
- **Mikawa Sales Branch**
5-7-3, Daimon, Okazaki-shi, Aichi, Japan
- **Hokuriku Sales Branch**
3-1-26, Toide-machi, Takaoka-shi, Toyama Japan
- **Kyoto Sales Branch**
31, Takedakitamitsugui-cho, Fushimi-ku, Kyoto-shi, Kyoto, Japan
- **Takamatsu Sales Branch**
51-13, Matsunawa-cho, Takamatsu-shi, Kagawa, Japan
- **Okayama Sales Branch**
17-101, Tatsumi, Kita-ku, Okayama-shi, Okayama, Japan
- **Hiroshima Sales Branch**
3-1, Mitaki-machi, Nishi-ku, Hiroshima-shi, Hiroshima, Japan
- **Fukuoka Sales Branch**
1-12-9, Tokoji-machi, Hakata-ku, Fukuoka-shi, Fukuoka, Japan

Production bases

- **TOHOKU NITTO KOHKI CO., LTD.**
1-1, Miyano-shita, Ozaso, Fukushima-shi, Fukushima, Japan
- **TOCHIGI NITTO KOHKI CO., LTD.**
3473-2, Ujiie, Sakura-shi, Tochigi, Japan
- **NITTO KOHKI INDUSTRY (THAILAND) CO., LTD.**
64, 64/1 Moo 9 Rojana Industrial Park, Rojana Road, Thanu Sub-district, U-thai District, Ayutthaya 13210, Thailand

Overseas offices

The Americas

- **NITTO KOHKI U.S.A., INC.**
46 Chancellor Drive, Roselle, Illinois 60172, U.S.A.

Europe, the Middle East and Africa

- **NITTO KOHKI EUROPE GmbH**
Gottlieb-Daimler-Str. 10, 71144 Steinenbronn, Germany
- **NITTO KOHKI EUROPE GmbH UK Branch**
Unit A5, Langham Park Industrial Estate, Maple Road, Castle Donington, Derbyshire DE74 2UT, United Kingdom

East Asia

- **NITTO KOHKI (SHANGHAI) CO., LTD.**
Room 2602, Shanghai International Trade Centre, No.2201 Yan An West Road, Shanghai 200336, China
- **NITTO KOHKI (SHANGHAI) CO., LTD. Shenzhen Branch**
Room 708, Building 1, Wanting Building, No. 2009 Baoyuan Road, Baoan District, Shenzhen, Guangdong 518102, China

South East Asia

- **NITTO KOHKI CO., LTD. Singapore Branch**
18, Kaki Bukit Road 3, #02-12, Entrepreneur Business Centre, Singapore 415978
- **NITTO KOHKI CO., LTD. Bangkok Representative Office**
2 Jasmine Building, 22nd Floor, Soi Prasarnmitr (Sukhumvit 23), Sukhumvit Road, North Klongtoey, Wattana, Bangkok 10110, Thailand
- **NITTO KOHKI INDIA PVT LTD**
Unit No.605, 6th Floor, Global Foyer mall, Sec-43, Gurugram, Haryana 122002, India
- **NITTO KOHKI CO., LTD. Indonesia Representative Office**
Plaza Marein 23rd Floor Jl. Jend. Sudirman Kav. 76-78, Jakarta 12910, Indonesia

Oceania

- **NITTO KOHKI AUSTRALIA PTY LTD**
77 Brandl Street, Eight Mile Plains, Queensland 4113, Australia



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Corporate Outline & Share Information

Corporate Outline & Share Information

Corporate Outline

Name	NITTO KOHKI CO., LTD.	Origin of Corporate Name and Trademark	
Representative	Representative Director, President CEO Akinobu Ogata	<div>NITTO KOHKI</div> <div></div>	Corporate Name Our name is a Japanese acronym taken from the company's location in eastern Japan (N ippon no to -bu), its mission to produce labor-saving tools (ko -gu), and the founder's name (Miki ya). In addition, when written in Japanese, this name is comprised of four bisymmetrical characters, representing our wish to be the well-balanced, creative company as it grows.
Address	2-9-4, Nakaikegami, Ota-ku, Tokyo 146-8555, Japan		
Founded	October 22,1956		
Capital	1.85 billion yen		
Number of employees	1,052 (consolidated) / 468 (non-consolidated) as of March 31, 2025		Trademark This mark consists of NITTO KOHKI's initial "N" overlapping with an infinity symbol (∞), surrounded by a turbine blade. This mark represents our corporate attitude of moving forward with a belief in infinite possibilities, accelerated by the strong powers of wisdom and courage.

Major Shareholders (as of March 31, 2025)

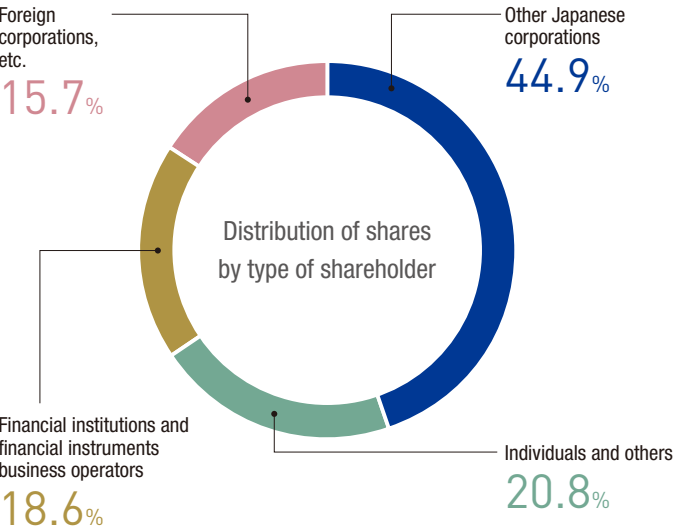
Name	Shares held (in 1,000 shares)	Shareholding ratio (%), rounded off
Nikki Co., Ltd.	7,272	38.9
THE SFP VALUE REALIZATION MASTER FUND LTD.	1,302	7.0
The Master Trust Bank of Japan, Ltd. (retail trust account and share management)	1,241	6.6
The Master Trust Bank of Japan, Ltd. (trust account)	1,123	6.0
Haruko Mikiya	687	3.7
Yoko Takata	646	3.5
MUFJ Bank, Ltd.	596	3.2
Mikiya Corporation LLC	565	3.0
Mikiya Enterprise LLC	415	2.2
THE CHASE MANHATTAN BANK, N.A. LONDON SPECIAL OMNIBUS SECS LENDING ACCOUNT	380	2.0

* The number of shares held is rounded down, while the shareholding ratio is rounded to the nearest 0.1%. Treasury shares (440,167 shares) have been excluded from the above shareholders and are not included in the calculation of the shareholding ratio.

Share Information

Listed on	Prime Market, Tokyo Stock Exchange
Security code	6151
Total number of authorized shares	51,958,200 shares
Total shares issued	19,154,495 shares (including 440,167 treasury shares)
Number of shareholders	4,277
Base date	March 31 of each year
Lot size	100 shares
Account management institution of special account for shareholder register administrator	Mitsubishi UFJ Trust and Banking Corporation

Shareholding Information (as of March 31, 2025)



1.About NITTO KOHKI

2.NITTO KOHKI Group’s Value Creation Story

3.NITTO KOHKI’s Sustainability Management

4.Data Section

Financial Data and Non-financial Data (ESG-related Data)

Global Network

Corporate Outline & Share Information

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