

## We promote the employment of highly-diverse human resources and the cultivation of “Nitto Persons” indispensable for the realization of the “Second Stage of Globalization”

### Employment

#### Promoting employment of highly-diverse human resources

In order to develop our business more globally, we have been actively promoting the employment of highly-diverse human resources in recent years. Of the 28 company freshmen hired by Nitto Denko Head Office in fiscal 2013, seven were non-Japanese. Their nationalities are wide-ranging and they play active roles in various lines of work, such as research and development.

As one aspect of our promotion of diversity, we have been more actively employing females recently, with them constituting 30% of company freshmen in 2013.

As we progress further globally, we expect them to bring new dynamism.

### Globalization

#### 1. Global Conference Held for Sharing of Management Policy and Objectives with Top Leaders

Following on from last fiscal year, a Global Conference was held on March 26 and 27, 2013, at the Toyohashi Plant. It was attended by 101 participants, including 29 top leaders, from 13 countries around the world. This is an event at which leaders of each company of the Group from around the world share management policy and pledge to achieve the objectives.

First of all, the Chief Executive Officer made an announcement on the policies for fiscal 2013. Subsequently, the Chief Financial Officer provided an overview of the budget before each executive officer explained the policies in the budget applicable to each business.

Under the “One-Basic Energy” concept, the Nitto Denko Group is committed to pursuing business endeavors by leveraging our group-wide resources. The conference serves as an ideal opportunity to explore the Group’s future business development through the sharing of information.



CEO explains policy

#### 2. Considering and promoting reform of human resource management globally

In response to rapid globalization, the Nitto Denko Group is reforming its human resource management. As part of that reform process, two Global Human Resources Summits were held in November 2012 and April 2013. Human resource management personnel from across the globe attended.

#### Volunteer Activities by New Employees in Areas Devastated by the Great East Japan Earthquake

In continuation from fiscal 2011, fiscal 2012 saw 47 new employees participate in volunteer activities in conjunction with the Association for the Revitalization of Ishinomaki, in areas devastated by the Great East Japan Earthquake.

The volunteers were placed into two groups. The first group went to Onagawa Town in Miyagi Prefecture from November 8 to 11 and leveled land in order to convert wasteland situated next to temporary housing into farmland. The second group went to Ohashi, Ishinomaki City in Miyagi Prefecture and cleared side ditches.

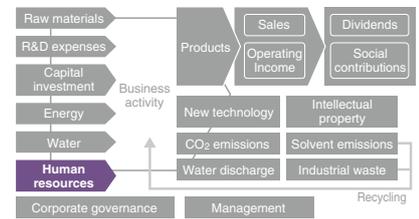
It was for only a short period of time, but we wanted the participants to experience making a social contribution with the hope that they would mature into human resources able to live in harmony with society.



Leveling of land  
Countless stones come out thick and fast in the digging.  
Volunteers interact with residents of temporary housing.



Clearing of side ditches  
Volunteers clean up sludge from the tsunami.



The summits served as an ideal opportunity to share the Nitto Denko Group's human resource policies. Attendees participated in various discussions and gave presentations on topics such as reviewing the roles and functions of human resource management sectors; contributing to the Group's business from a human resource management perspective; and developing ways to share information on talent across the Group's various locations. Other topics included job rotation and career development.

Human resource management personnel are now hard at work to realize the dual goals of "developing talent which can truly benefit the Group" and "cultivating 'Nitto Persons,' with a deep understanding of Nitto's DNA."



Employees from various countries gather for discussions

### 3. Leadership development program for "high potentials" fully launched

The Global Business Academy (GBA) was launched in July 2011, aiming to develop future business leaders globally. In fiscal 2012 the entire program was fine-tuned and is now fully operational.

GBA provides four course levels



Each course level targets employees of group companies around the world, where "Nitto Persons" are to be developed to play active roles in "the second stage of globalization" of Nitto Denko.

In fiscal year 2012, 59 participants took part in unique training programs. The participants included 2 from the US, 3 from Europe, 2 from South Asia and 6 from East Asia.

Throughout each GBA course, participants not only obtain management capabilities but also have heated debates on solutions to global business challenges.

### Promoting Females Playing Active Roles

#### Promoting the Advancement of Females Playing Active Roles

As of fiscal 2012, the percentage of female management-level employees as well as female employees of Nitto Denko (non-consolidated) had still not reached a sufficient level compared to other major manufacturing corporations. It is "Nitto Persons," regardless of nationality or gender who will support our future progress. In fiscal 2012, aiming to be a corporation in which female employees are able to play an active role, we launched a project to review the system supporting female activities and an approach promoting changes in attitudes in the workplace.

### Award from Thailand's Ministry of Labor for our Response during the Thailand Floods

In September 2012, Nitto Denko Material (Thailand) received the Thai Labor Benefit Provider Award 2012 from Thailand's Ministry of Labor, an award given to corporations which provide excellent benefits and welfare to their labor force.

The award was in part recognition of the compassionate welfare shown by Nitto Denko Material (Thailand) to its staff members, maintaining their employment status, continuing to pay their wages and supplying food donations to them. Thai officials also recognized the united efforts of the company, which led to a swift recovery of its operations.



Award ceremony, Head Office, Ministry of Labour (Thailand), Bangkok  
Then President Takami, Nitto Denko Material (Thailand) (left)

