

“Our responsibilities”
Managers comments
instead of
an introduction



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Under the motto “One-NITTO”, we are striving to expand the positive elements of Nitto Denko’s corporate culture to more than 100 companies in our corporate group around the world.

“Open, Fair and Best” is the approach that we bring into environmental and social activities



are carrying out our Environmental Voluntary Plan (please see page 21) that outlines topics as well as numerical targets while at the same time publicizing to the group as a whole achievements and the means used to reach them. In this way, the information is gathered from and shared around the globe so that branches and corporate affiliates outside Japan can take the best ideas for their own use.

Nagira Corporate culture brings to mind the “mutual trust,” “partnership” and “coexistence and co-prosperity” that our company has used as the foundation in building a solid relationship with our employee union over the years. These three components are universal and by no means limited to the relationship between management and unions, but they extend to and are necessary in relations between employees, with customers, with suppliers, with stockholders, and even our relationship with society.



To fulfill the responsibility for all stakeholders, we should fulfill the responsibility for our employees at first

Horiuchi The importance of building a solid relationship with society is clearly laid out in the “creating new value” text of our corporate vision. This value refers to the value for the consumer, the value for the employee and the value for the stockholder while also indicating the social value inherent in contributing to the environment in a positive way. Further heightening this value in these four respects is required.

Takemoto To achieve that, I think that the first thing my job requires of me is to create an environment in which it is easy for employees to work. That in turn will lead to the elevated performance and have a positive impact on our suppliers so that we can supply good products and services to our customers. Therefore, we will show positive corporate results, and we can return profits to stockholders. Another positive business performance is that it spurs employment and local economies, thus contributing to society in a variety of ways. This gives employees a sense of reward and meaning to their work. So, in order to really take care of relations with all stakeholders, it is important that the employee’s satisfaction is realized because I think this is at the hub of this virtuous cycle.

Nagira In order to satisfy our employees, the

president is currently calling for the active recruitment of female employees and increasing the scope of activities for local hires at our foreign (outside Japan) offices. Actually, the number of female leaders among our overseas branches is steadily increasing.

Takemoto That is true. Still, the recruitment of women is still sorely lagging in Japan. I recognize that the bulk of the leaders at our overseas offices are still Japanese. I think that to increase the recruitment of skilled individuals abroad, the overseas offices should be able to be managed by locally hired employees in the future.

Toward making “One-NITTO” as our collective word

Nagira Currently, our group has the total of nearly 20,000 employees. To create a collective corporate culture, those 20,000 minds have to be in sync and share the awareness.

Takemoto For that reason, I think it is the key that both executives and employees are open, not only about the results of their own jobs, but also about the process used to achieve results. Of course, this holds the true for failure as well. If all information is open and freely available, I believe that there is a self-cleansing process that goes on.

I want the motto “One-NITTO” to encapsulate the mindset that employees should have from this point forward. As in our mid-term management plan, One-NITTO Dream Plan, which uses this phrase and is premised on the common awareness among our corporate group, this phrase should be the concentrated version of the concepts and the spirit embodied in the concepts of “mutual trust,” “coexistence and co-prosperity” as well as “Open, Fair and Best.” I want a “good corporate culture” that transcends cultural, linguistic and racial differences to flourish and expand throughout our company group.



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