

1. Action Plan

Proactively take on new challenges and achieve continuous innovation to revive our growth potential

Healthy business growth

Get back on the growth track

- Continuous growth of existing businesses
- Pursuit of new businesses

Further globalization

Strengthen emerging market development efforts

- Enter the market on our own
- Enter through M&A and external collaboration

Qualitative improvement

Simultaneously pursue business growth (integrate both efforts)

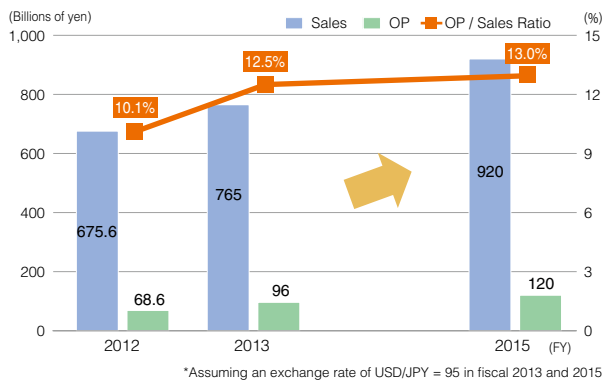
- Reform corporate culture
- Develop management infrastructure

Human resources growth

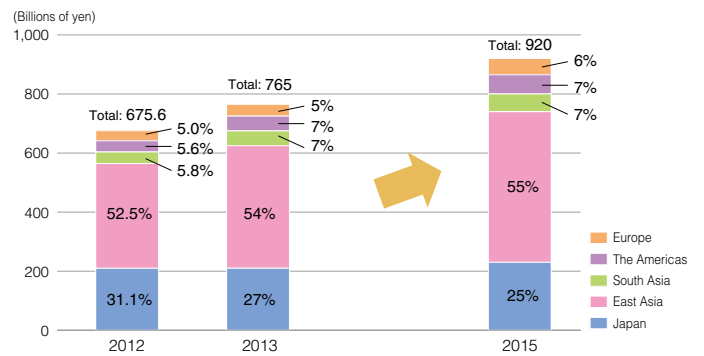
Develop “Nitto Persons”

- Company management by “Nitto Persons”, regardless of gender or nationality, who have Nitto DNA

2. Performance Plan



3. Sales budgets by area



Business Model

