

**The Three Challenges in Mid-term Management Plan**

**<Business Growth>**

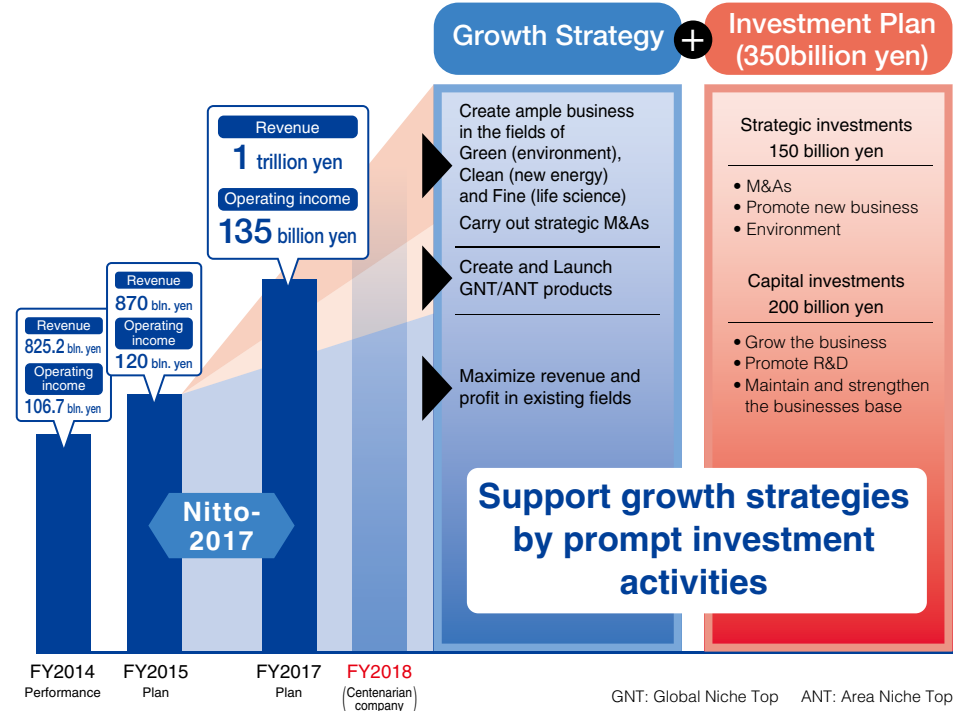
In line with maximizing sales and profits in existing business fields, we will expand products befitting our Global Niche Top® strategy and Area Niche Top® strategy. In the Green, Clean and Fine domains, we will continue to advance new themes sharpening our *Tajiku* Creation strategy. In order to support this growth strategy, we will make 200 billion yen in capital investment and 150 billion yen in strategic investment for M&As and environmental measures, collectively 350 billion yen over three years.

**<Qualitative Enhancement>**

We will tackle qualitative enhancement consistent with business growth. Under our basic philosophy, "Place safety before everything else", we will conduct barrier-free productivity reform.

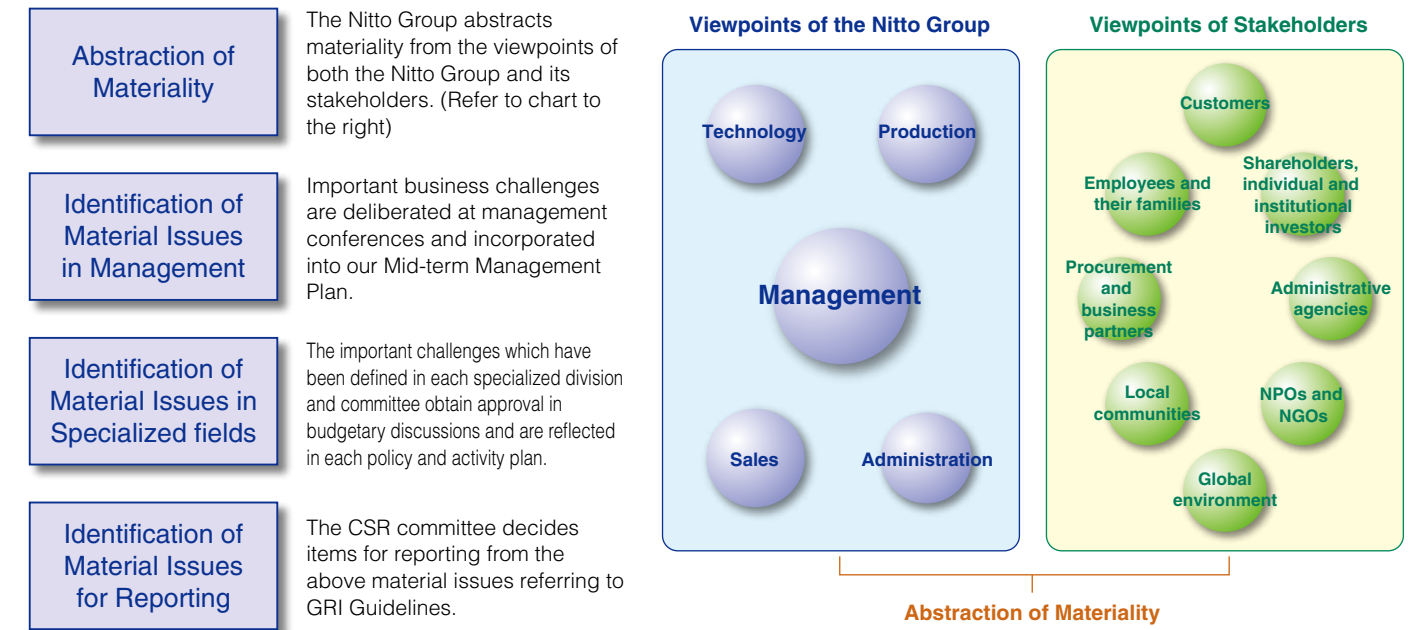
**<HR Development>**

We seek to create an even better work environment that allows a rich variety of human resources to flourish, each performing to the best of his or her ability, throughout the world.



**Materiality**

The Nitto Group identifies material issues according to the following processes:



**Business Model**

