

Value-Creation Process

Making most of the six resources, the NICHIAS Group creates value in various industrial fields and contributes (Protection) that have been developed since the establishment.

INPUT

Six resources of NICHIAS

(as of March 31, 2025)

Financial resources

Strong and stable financial base

- Shareholder's equity ratio: 74.5%
- Total assets: 289.0 billion yen
- Liquidity in hand: 2.7 months

Manufacturing resources

Global and diversified manufacturing bases

- Number of manufacturing bases: 24 in Japan, 14 overseas
- Capital expenditures: 6.8 billion yen

Intellectual resources

Supporting the six technologies of TATSU-TAMOTSU

- R&D expenses: 6.2 billion yen
- Number of R&D personnel: 490
- Number of held patents: 314

Human resources

Human resources that can play as a member of a team through NKK (NICHIAS Kaizen Katsudo)

- Number of employees: 6,373
- Number of NKK participants: 6,165 (Total number of people)

A company that is a good place to work and full of smile culture

- Rate of paid holidays taken: 74.6%
- Average years of service: 14.0 years

Social and related capital

Relationships of trust with stakeholders and the power of the brand established in the course of the 128 years of history

Wide network in close relationship with customers

- Number of sales bases: 69 in Japan, 9 overseas
- Number of permanent sites: 98 bases

Coexistence with local communities

- Number of social contribution activity cases: 448 in Japan, 86 overseas

Natural capital

Manufacturing aiming for minimization of environmental burden

- Amount of energy used: 50,243 kL (crude oil basis)
- Water consumption: 1,282 thousand m³

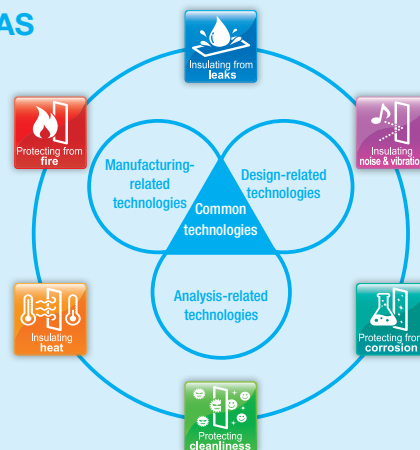
BUSINESS ACTIVITY (our initiatives)

Corporate philosophy

NICHIAS contributes to the Earth's bright future through our "Insulation and Protection" technologies.

The strengths of NICHIAS

We create innovation through our six core technologies and elemental technologies, giving shape to a diverse lineup of products and services!



Materiality (Our Promise)

See P19

- We will work with our colleagues to provide beneficial value to society.
- We will act responsibly, aware of our position as a member of society.
- We will build a circle of trust filled with "thank yous" and "happy faces."
- We will enhance our skills and knowledge to ensure that employees and the company grow together.

NICHIAS General Index

See P17

The performance record of NICHIAS: Evaluating our success at becoming a "bright company where it is pleasant to work"

Sustainability policy

See P18

The NICHIAS Group aims to achieve a sustainable society and sustainable growth for the Group through the implementation of its corporate philosophy.

Medium-Term Management Plan

SHI KU MI
130

Management strategies to be achieved over five years from FY2022 to FY2026

Review and revise the NPI (NICHIAS Performance Index) in conjunction with the establishment of our new philosophical framework.

See P16

The main foundations supporting our five businesses

- Developing products and services that serve society
- Efficient production activity
- Reliable quality control system
- Thorough environmental management system
- Group-wide activities related to safety and health
- Sales activities in line with customers' needs

A bright company where it is pleasant to work

to the realization of a sustainable society with our unique technologies of TATSU-TAMOTSU™ (Insulation and

OUTPUT

NICHIAS Group businesses

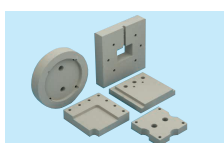
See P20-P24

Energy and Industrial Plants Business



Cold retention work, sales of sealing materials, and provision of services such as GASKET KOBO™

Industrial Products Business



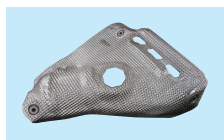
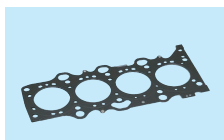
Sales of thermal insulation materials such as ROSLIM™ Board and filter products such as SOLVENTCLEAN™

Advanced Products Business



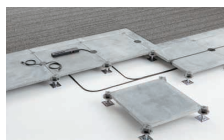
Sales of fluoropolymer products such as NAFLON™ TUBE and piping heater products like ENETHERMO™ PH.

Autoparts Business



Sales of METAKOTE™ and other types of cylinder head gaskets and metallic covers such as INSAL COVER™

Building Materials Business



Sales and installation of fire-proofing covering materials like MAKIBEE™ and flooring materials for buildings such as NICHIAS OMEGA FLOOR™

- Corporate governance and full compliance with laws and regulations
- Development and fostering of human resources
- Efficient business management through the promotion of digital transformation
- Community-based activities that contribute to society

VISION

Realization of how it should be

Slogan

"TATSU-TAMOTSU" technologies for a brighter future



IMPACT

Major SDGs related to value creation

Example of economic value



Creation of social effect by the use of various products and services of NICHIAS Group and that of economic effect by sales increase

Example of social value

Contribution to the realization of a sustainable society, such as carbon neutral society



Contribution to the realization of recycling-orientated society



Contribution to the prevention of air pollution



Contribution to stakeholders' human-right protection



Realization of a friendly and bright company

