

Identity of Nikko Group

In the Nikko Mirai Project, the Nikko Group defined the actions that generate various kinds of future values in the society as Nikko Corporate Identity.

Being of service to society and having a mission, which is its raison d'être, are important to the Nikko Group upon enhancing the sustainability of its management.

They also lead to

“Making the world a resilient and gentle place.”

which is the vision of the future we want to realize.

NIKKO CORPORATE IDENTITY

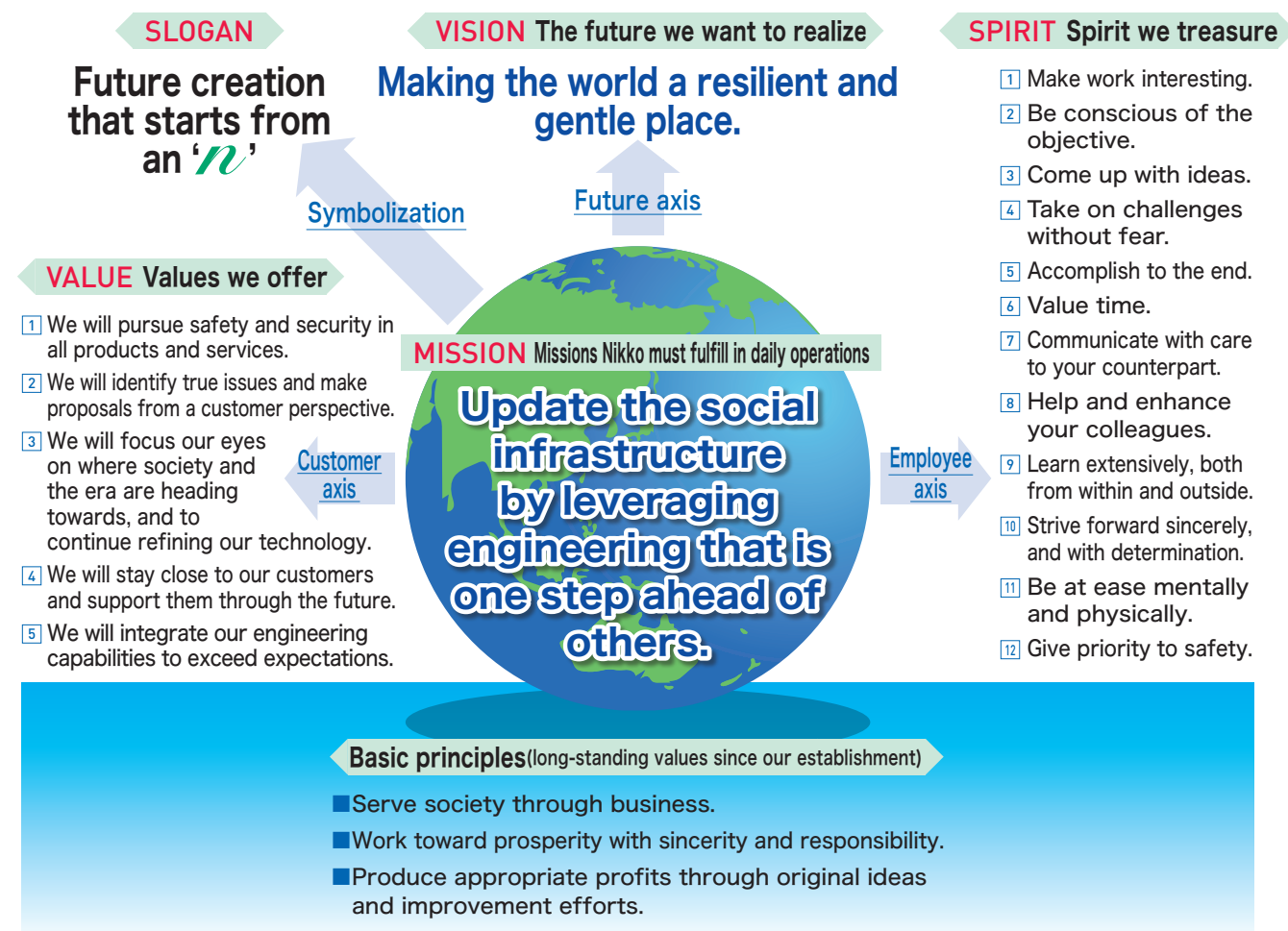


Table of Contents, Editorial Policy, Disclosures

INTRODUCTION

CONTENTS

INTRODUCTION	01	SUSTAINABILITY AND MANAGEMENT FOUNDATION	49
Identity of Nikko Group	01	Sustainability Strategy in Medium-Term Management Plan	49
Table of Contents, Editorial Policy, Disclosures	02	Realization of Carbon Neutrality	51
History of Value Creation	03	Contribution to Resource Recycling-oriented Society	59
Process for Achieving 2030 Vision	05	Creation of New Customer Values	61
High-Priority Management Issues for Achieving the Vision (Materiality)	06	Improvement of Employee Engagement	63
Process of Value Creation	07	Stakeholder Engagement	67
Nikko Group in Figures (Financial and Nonfinancial Highlights)	09		
VALUE CREATION VISIONS & STORIES	11	CORPORATE GOVERNANCE	69
Interview with CEO	11	Executives	69
Target Economy, Social and Environmental Value	21	Roles of Board of Directors and Audit & Supervisory Board	71
Medium-Term Management Plan	23	Interview with Outside Directors	79
STRATEGY FOR VALUE CREATION	31	CORPORATE DATA	83
CFO on Financial and Capital Strategies	31	FY 2021 Business Summary and FY 2022 Outlook	83
Management Capital	35	Financial Data of the Past 10 Years	87
Segment Highlights	37	Consolidated Financial Statements	89
Business Strategies: AP-Related Business	39	Stock Information	92
BP-Related Business	41	Company Overview and Offices and Sites	93
Environment- and Conveyor-Related Business	43	Summary of Subsidiaries	94
Other Businesses	44		
Risks and Opportunities	45		
Measures to Reinforce Platform for Delivering Value to Realize 2030 Vision	47		

Editorial Policy and Nikko Group's Disclosure

Nikko Group Corporate Report 2022 aims to disclose Nikko Group's medium- and long-term value creation efforts from both financial and non-financial aspects to all stakeholders, including our shareholders and investors. The Report is edited referring to The *International Integrated Reporting Framework* established by the Value Reporting Foundation (VRF) and the *Guidance on Integrated Disclosure and Dialogues for Joint Value Creation* by the Ministry of Economy, Trade and Industry of Japan.

- **Target readers**
All stakeholders connected to the Nikko Group.
- **Reporting period**
The Report mainly covers FY 2021 (April 1, 2021 to March 31, 2022) but also includes information before and after this period.
- **Reporting scope**
The Report covers the Nikko Group comprising Nikko Co., Ltd. and 11 subsidiaries (all of which are consolidated subsidiaries).
- **Company name**
"Nikko" and the "Company" refer to Nikko Co., Ltd. The "Nikko Group" and the "Group" refer to the Nikko Group, including consolidated subsidiaries.
- **Note on forward-looking information**
This Report includes statements on future outlook. We appreciate that you understand that actual performance may differ from the Company's projections.