

The business of the Nikko Group is established on the relationship of trust with its stakeholders. The Group believes it is important to engage in active dialogue with all stakeholders to solve social issues through its business and raise its corporate value. The Nikko Group aims to maximize its corporate value, in line with the stakeholders' understanding regarding the direction it is pursuing and the path of its value creation.

◆ Relationship with stakeholders and main channels of dialogue

	Relationship with stakeholders		Stakeholders' main interests	Main dialogue channels
 Customers	Nikko Group is contributing to customers' business expansion and productivity improvement through the provision of products and services. At the same time, it contributes to the development of a prosperous society together with customers through the development of social infrastructure.		● Offering of high-performance, high-quality products ● Service structure that offers safety and security ● Appropriate price setting ● Ability to propose solutions to issues ● Early restoration from natural disasters ● Response to technological innovation	● Daily sales and service activities ● Various trade shows (holding the 2022 Nikko Messe, participation in N-EXPO 2023, and various other trade shows) ● Offering of plant operator training ● Journals (editing and publication of NAP NEWS and BP EYES) ● Nikko website (One Nikko Platform)
 Employees	Employees are the most valuable asset of Nikko. We focus our efforts on building an organization and nurturing our human resources so that we can quickly respond to all changes surrounding our business to make sustained contribution to society. We will strive to develop a workplace environment that offers job satisfaction by responding to the expectations of employees, who have diverse attributes and values.		● Respect to basic labor rights ● Offering opportunities for growth and self-realization ● Equal opportunities and fair evaluation ● Creating a workplace that is very safe mentally ● Ensuring safe operations and consideration for natural environment ● Realization of work-life balance ● Securing of diversity and workstyle options	● Direct dialogue between the president and groups of employees ● Intranet ● Target setting and progress confirmation, evaluation feedback ● English and special skill training, autonomous and elective development seminars ● Campaign to improve operating efficiency ● Allotting shares with restriction on transfer ● Company newsletter (Tombo) ● Whistleblowing system
 Business partners	Materials suppliers Nikko Group believes that it is essential to work on solving the social issues faced by its supply chain together with all business partners including material suppliers, sales agents, and contractors.	● Suppliers of outsourced products based on Nikko ● design (about 20 companies) ● General materials suppliers (about 100 companies)	● Equal, fair transaction terms ● Quality assessment ● Support for business succession, technology transfer ● Centralized purchasing	● Daily procurement activities ● Quality improvement support ● Factory, warehouse visits ● Quality audit
	Tombo-kai (sales agent network) Members: 122 companies		● Proposal of new products ● Support for seeking new sales channels	● Holding general meetings and subcommittee meetings
	Akitsu-kai (contractors' network) Members: 206 companies		● Safe work environment ● Advice regarding specialized skills and technologies ● Securing stable work load over the long term	● Safety and health meeting
 Local community, future generation	For Nikko Group to develop and grow, it needs to contribute to raising the sustainability of society. Nikko considers the realization of carbon neutrality as its responsibility towards future generations.		● Co-existence with local communities ● Creation of employment ● Contribution to local development ● Preservation of the local natural environment ● Safe operation	● Offering of grant-type scholarship to students in the Kinki region ● Offering of research grants to researchers from Hyogo Prefecture ● Support for disaster prevention education at primary and special needs schools (29 of them) within Akashi city (offering of disaster prevention tenugui towels) ● Responsible responses to climate risks ● Company and plant tours for high school students in Akashi City ● Nikko Marche (for local residents: exhibition and sale of disaster prevention and BBQ goods, and products from local companies) ● Let's Protect Roads!, a game offered in a social experience app for children
 Shareholders, investors	Shareholders and investors, who offer financial capital, support the growth of Nikko Group and has the role of monitoring its management. We will further strengthen our relationships of trust with them through our efforts in improving corporate value and enhancing information disclosure.		● Improving our corporate value ● Promotion of fair disclosure ● Capital policy that is conscious of capital efficiency ● Achievement of business returns that exceed the capital cost ● Strengthening of initiatives towards ESG and sustainability, and enhancement of information disclosure ● Improvement in effective governance	● General Shareholders' Meeting (10,414 participants, including those who voted in advance) ● Financial results briefing sessions (four times) ● Individual meetings with institutional investors (ten meetings with 14 investors)