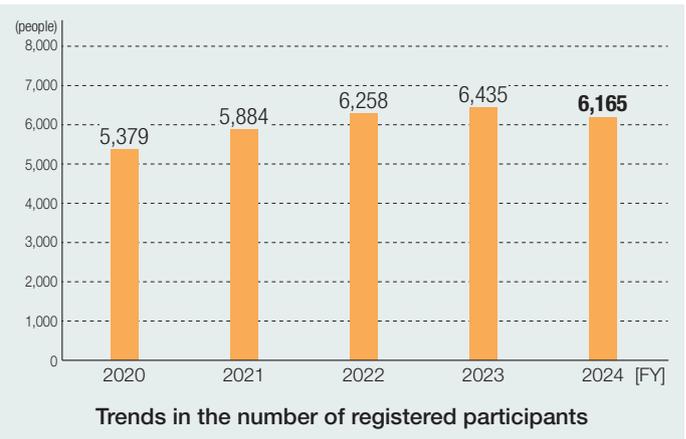


NKK (NICHIAS Kaizen Katsudo)

Since 2015, the NICHIAS Group has been promoting NICHIAS Kaizen Katsudo (NKK) with the aim of achieving both employee engagement and improved productivity.

At the NKK World Convention in FY2024, which marked the 10th anniversary of the program, the scale and number of participants were expanded so that more employees could share their activities and achievements. In particular, the “Shikumi Award,” a collaboration between the Medium-Term Plan “Shikumi 130” and NKK, was established as a special award to make it easier to incorporate “system-building” as part of improvement activities.

As the external environment undergoes major changes and the issues to be addressed grow more complex, we are building a support framework in which leaders and supervisors encourage proposals for new businesses and operations to emerge from NKK, thereby achieving adaptive system-building. By continuing these activities based on the three principles of “Attempt,” “Nurture,” and “Gratitude,” NKK has become part of the NICHIAS Group’s corporate culture, contributing to the realization of our vision of “becoming a worker-friendly and cheerful company.” Through NKK, we are also fostering talent who can independently identify problems, think through solutions, and resolve issues in collaboration with colleagues.



Diversity

Hiring of Persons with Disabilities

As one of the mechanisms that enables people with disabilities to work with peace of mind, NICHIAS has introduced a Social Office System. The Social Office System is a framework in which personnel with specialized skills in supporting people with disabilities provide comprehensive support. This includes offering advice on carrying out work duties, encouraging independence in daily social life, and providing mental health support, thereby ensuring that employees with disabilities are fully supported in their workplace experience. Through such initiatives, we are advancing our diversity efforts to create a “bright company where it is pleasant to work” for employees with disabilities as well.

See P10

Active participation of women

NICHIAS aims to be a workplace where women can thrive and is actively recruiting women for career-track positions. We have set a target of ensuring that at least 20% of new graduate recruits each year are women. As a result of our ongoing recruitment efforts, we expect that within a few years the number of women with the experience and capabilities to assume managerial positions will steadily increase.

See P10

		FY2022	FY2023	FY2024
Percentage of Women Among Hired Employees	Percentage	28.6%	29.7%	30.2%
	Number of women	8	11	13
	Number of hires	28	37	43

Engagement

Engagement Survey

At NICHIAS, we regard employees as our most important capital. As a mechanism to capture their voices, we have been conducting an engagement survey since June 2024.

In the 2024 survey, the response rate was approximately 70%, while in the 2025 survey it rose to about 85%, an increase of 15 percentage points, allowing us to collect input from a greater number of employees.

The 2025 survey results showed that the same four items as last year (career vision, equipment and organizational culture, skill development, and assessment) received the lowest evaluations.

We will continue to conduct engagement surveys on an ongoing basis and address the issues identified through these surveys in order to maintain and further strengthen a positive relationship between employees and the company.

