Value-Creation Process

Making most of the six resources, the NICHIAS Group creates value in various industrial fields and contributes to the realization of a sustainable society with our unique technologies of TATSU-TAMOTSU™ (Insulation and Protection) that have been developed since the establishment.

INPUT

Six resources of NICHIAS

(as of March 31, 2026)

Financial resources

Strong and stable financial base

- Shareholder's equity ratio: 77.7%
- Total assets: 307.1 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: 11.0 billion yen

Intellectual resources

Supporting the six technologies of TATSU-TAMOTSU

- R&D expenses: 6.8 billion yen
- Number of R&D personnel: 512
- Number of intellectual property rights (Japanese patents, utility models, designs, and trademarks) held: 574

Human resources

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

- Number of employees: 6,424
- Number of NKK participants: 5,863 (Total number of people)

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

- Rate of paid holidays taken: 83.8%
- Average years of service: 13.9 years

Social and related capital

Relationships of trust with stakeholders and the power of the brand established in the course of the 130 years of history

Wide network in close relationship with customers

- Number of sales bases: 68 in Japan, 8 overseas
- Number of permanent sites: 97 bases

Coexistence with local communities

- Number of social contribution activity cases: 427 in Japan, 97 overseas

Natural capital

Manufacturing aiming for minimization of environmental burden

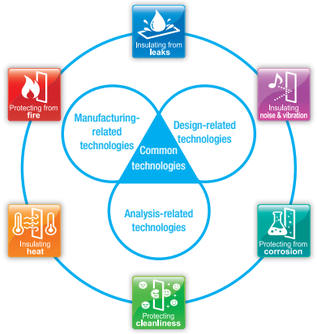
- Amount of energy used: 48,182 kL (crude oil basis)
- Water consumption: 1,416 thousand m^3

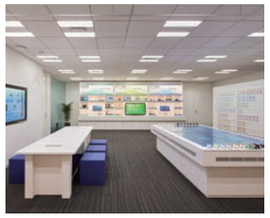
BUSINESS ACTIVITY (our initiatives)

Corporate philosophy

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

The strengths of NICHIAS





"NICHIAS DISCOVERY GATE," a permanent exhibition hall at our Head Office.

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 P21

- 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 P8

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

Sustainability policy

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 P7

OUTPUT

NICHIAS Group businesses

See P22-P26

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™

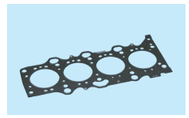
Advanced Products Business

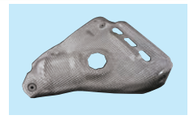




Sales of fluoropolymer products such as NAFLON™ TUBE and piping heater products like ENETHERMO™ PH.

Autoparts Business

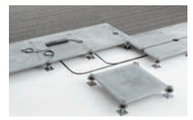




Sales of METAKOTE™ and other types of cylinder head gaskets and metallic covers such as INSAL COVER™

Building Materials Business





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

VISION

Realization of how it should be

Slogan

"TATSU-TAMOTSU" technologies for a brighter future

IMPACT

Major SDGs related to value creation

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 economic value

8 DECENT WORK AND ECONOMIC GROWTH
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
11 SUSTAINABLE CITIES AND COMMUNITIES
12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Example of social value

Contribution to the realization of a sustainable society, such as carbon neutral society	7 AFFORDABLE AND CLEAN ENERGY, 13 CLIMATE ACTION
Contribution to the realization of recycling-orientated society	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
Contribution to the prevention of air pollution	3 GOOD HEALTH AND WELL-BEING, 11 SUSTAINABLE CITIES AND COMMUNITIES
Contribution to stakeholders' human-right protection	5 GENDER EQUALITY, 10 REDUCED INEQUALITIES
Realization of a friendly and bright company	3 GOOD HEALTH AND WELL-BEING, 8 DECENT WORK AND ECONOMIC GROWTH

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
- 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

A bright company where it is pleasant to work