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Sustainability



The Nisshinbo Group will make contributions to and grow along with society as an Environment and Energy Company group. The Group view its promotion of Sustainability as the realization of its Corporate Philosophies.



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Nisshinbo Micro Devices Inc.

NISSHINTOA IWAO INC.

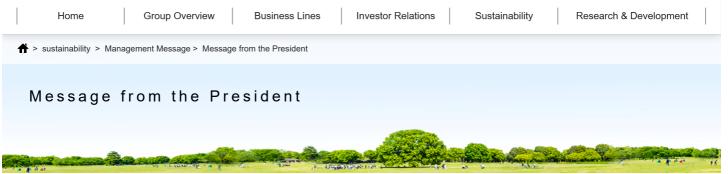
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Nisshinbo Chemical Inc.

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Promoting Sustainability Management Continuing Transformation into a Nisshinbo Group that aims to "Connect Everything, Create Value"



Toward Sustainable Growth by Providing Technologies to Protect and Improve the Environment

The Nisshinbo Group is committed to "Change and Challenge! For the creation of the future of Earth and People." The Nisshinbo Group has continued to grow by constantly transforming its business portfolio without focusing on a single business in order to provide solutions to the various challenges facing society. Today's global environment is in a state of crisis, and it continues to deteriorate as a result of human activities. In addition to natural disasters that are becoming more severe and frequent due to climate change, Japan also faces the challenge of the major disasters of earthquakes and tsunamis for which we must always be prepared. The Nisshinbo Group has stated in its Midterm Management Plan for 2024 that it aims to "Connect Everything, Create Value" and that it will contribute to solving these issues facing humanity through its strengths in sensing, wireless communications, and information processing technologies. The Group has expressed its commitment to solving the issues facing mankind through our strengths in sensing, wireless communications, and information processing technologies. By providing a variety of products, technologies, and solutions that protect and improve the environment, Nisshinbo is also committed to sustainable growth.

Regarding the reduction of our own greenhouse gas emissions, the Group set a target of 50% reduction by 2030 compared to FY2014 with the aim of achieving carbon neutrality by 2050. Nisshinbo has already achieved a reduction of approximately 46% by terminating coal-fired power generation and switching to geothermal power generation at our group company in Indonesia. In addition, the Group is preparing to obtain SBT certification to reduce greenhouse gas emissions throughout the supply chain and is planning to obtain third-party certification for water intake.

Fostering a corporate culture in which diverse people can play an active role in business activities with respect for human rights and creating innovation

Nisshinbo believes that people are the key to a company's existence, and that without respect for people, it will not be able to strengthen its management base and continue its business. In 2023, the Nisshinbo Group declared its Human Rights Policy in strong recognition of the importance of corporate responsibility to respect human rights. In its view, human rights are "the rights of people to lead fulfilling lives in their various choices," and guarantee each individual the opportunity to make choices in pursuit of happiness. Nisshinbo's goal is to create a "well-being" society in which people living today and children living in the future can lead happy and fulfilling live The Nisshinbo Group supports the foundation of people's lives by providing products and services that protect a safe and secure living environment and continues to engage in human rights due diligence and conducts business with an awareness of respecting, protecting and promoting human rights. This due diligence includes employee health and safety, discrimination, and harassment and covers the entire supply

Respect for human rights is a prerequisite for the continued existence of a company or business. On top of that, people are also important for further growth. The Group aims to create a corporate culture in which everyone in the Nisshinbo Group feels a part of a diverse group of people and that the differences in individuality, abilities, and ways of thinking of each person can be recognized and appreciated. Nisshinbo invites diverse people regardless of gender, nationality, age, or work experience to join the Nisshinbo Group, and the Group continues to make efforts to change internal systems and the awareness of employees. Nisshinbo will accelerate our transformation into a company where new and diverse opinions are openly exchanged and ideas that lead to innovation are generated one after another.

To be a company that continues to be trusted by society by maintaining a "righteous profit" attitude

It takes many years for a company to gain the trust of society, but it only takes a moment to lose it. As long as Nisshinbo continues to make profits, the Group must place the utmost importance on actions based on ethics that go beyond compliance with laws and regulations. When I visit business offices in Japan and overseas, I say the following over and over, "We must never engage in collusion or bribery with our business partners." We tell them, "We will not hold you responsible if business does not go smoothly because you distance yourself from such things."

People move only when they feel "I see" and are convinced. We will continue to do our utmost to foster a corporate culture in which people can talk frankly and understand each other.

What is important for a company is to keep changing. Change is as natural as breathing and is a sign that people and organizations are growing.

Sustainability management is the foundation for this. The Nisshinbo Group will continue to grow by conducting business that contributes to all stakeholders and promoting change.

We look forward to the continued support and encouragement of all of our stakeholders.

Masahiro Murakam

marchin mulami

Representative Director and President, Nisshinbo Holdings Inc.

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Message from the Managing Officer for Sustainability



Steadily implement the Sustainability Promotion Plan
with respect to the three materialities:
Contribution in the Areas of Environment and Energy,
Creation of a Safe and Secure Society, and Global Compliance.



The Group will unite in its efforts to promote sustainability

Nisshin Cotton Spinning Co., Ltd. was established in 1907, and in 2009, the company was transferred to a holding company structure and renamed Nisshinbo Holdings Inc. Our sustainability management is to become a company that has value for all stakeholders in society, including shareholders, investors, customers, employees, and local communities. We have grown by constantly transforming our business portfolio to provide solutions to the challenges facing society.

Currently, Nisshinbo Holdings Inc. has 39 domestic and 46 overseas consolidated subsidiaries with more than 19,000 employees. In this environment, in order to steadily promote sustainability management, all employees must uphold the Nisshinbo Group corporate philosophy of "Change and Challenge! For the creation of the future of Earth and People." It is important that all employees share the Group's corporate philosophy and implement the Sustainability Promotion Plan based on VALUE and the Business Conduct Guidelines. As the person in charge of sustainability promotion activities, I work with each department to ensure that the Group is working together on the plan and report on reviews and issues to the Board of Directors and the Corporate Strategy Committee. Much progress was made in FY2023, including the decision on the Human Rights Statement, completion of climate change scenario analysis in all operations based on TCFD (Task Force on Climate-related Financial Disclosures) recommendations, and the second annual global survey. This is the result of the united efforts of all Group companies to achieve the Sustainability Promotion Plan. We will continue to make steady progress.

▶ Sustainability Promotion Plan and KPIs

Human Rights Policy was decided and started to apply to all business partners.

One of the major advances in 2023 will be the promotion of human rights awareness activities in particular. We have long stated in our Business Conduct Guidelines that Nisshinbo respect character and individuality of each and every person and never allow all discrimination and violation of human rights. In 2023, the Board of Directors has once again decided on a Human Rights Statement, which applies not only to employees but also to suppliers and all people involved in the Group's business activities, and Nisshinbo has also initiated human rights due diligence. Nisshinbo conducted a human rights questionnaire covering approximately 80 items for 81 affiliated subsidiaries to confirm the status of human rights-related systems and activities at each Group company. The results of the questionnaire were reported at the January meeting of the Board of Directors, and outside directors were given an understanding of the situation.

The next step is to get a grip on the actual situation at each site and make sure that human rights are respected, protected, and promoted throughout the supply chain. In 2024, we plan to actually visit our business sites, including those overseas, to hear specific situations and employee opinions. We will continue to deepen our efforts, as having a correct understanding of human rights will become even more important for all of our businesses. At the same time, Nisshinbo is promoting an understanding of human rights through video messages from the president and training for employees. Under the new Human Rights Statement, each and every employee will take a fresh look at their own workplaces, which will lead to the development of a better corporate culture in which the diversity of each and every employee is respected.

Products that contribute to a sustainable society accounted for more than 50% of sales, and greenhouse gas emissions reduction significantly achieved its goal.

The Nisshinbo Group promotion plan in the environmental field is generally progressing smoothly. The Group has set a target of increasing the percentage of sales of products that contribute to a sustainable society to at least 60% by FY2024, and as of the end of FY2023, this percentage stood at 53%. Nisshinbo plans to further develop its business to contribute to solving environmental issues, including disaster prevention and disaster mitigation. For example, the Hitachi Kokusai Electric Group, a new addition to the Nisshinbo Group, will combine its strengths in Al image recognition and state-of-the-art wireless communications technologies with the Japan Radio Group's information processing technologies to provide total solutions, thereby helping to solve problems. By focusing more on these businesses, Nisshinbo believes it is possible to achieve its target of 60% or more.

In terms of greenhouse gas emissions reduction, the goal for FY2024 was to reduce greenhouse gas emissions by at least 35% from the FY2014 level, but by the end of FY2023, Nisshinbo had already reduced emissions by 46%. The main reason for this reduction was the promotion of the use of renewable energy, such as the expansion and stable operation of solar power generation facilities and the increase in the amount of green electricity purchased. Nisshinbo will continue to implement a variety of measures to ensure that the Group will achieve carbon neutrality by 2050.

Attract diverse human resources by enhancing both job satisfaction and ease of work

Nisshinbo is focusing its efforts on human resource development, which is becoming increasingly important. Since its launch in 2015, the Management Succession Planning Program has grown to more than 100 participants, and by the end of FY2023, 52% of the core company's executive officers had completed the program. In addition, Nisshinbo has begun to develop the next generation of management executives on a global basis, for example, by implementing training similar to that conducted in Japan at each of its companies in China. Nisshinbo will create great synergy by sharing measures related to human resources throughout the Group.

In addition, a diverse workforce is also essential for the Company's growth. Nisshinbo has been promoting the hiring of women, and in FY2023, Nisshinbo hired 50% of new graduates in administrative positions and 28 % in technical positions, achieving the targets of the Sustainability Promotion Plan (50% in administrative positions and 20% in technical positions). Nisshinbo is proceeding in the same manner in career recruitment, with 25% of career recruitment slots being filled by women in FY2022 and FY2023 combined. Although the ratio of female managers in only Nisshinbo Holdings Inc. was 7.4% in FY2023, it is not at all sufficient. While continuing to strengthen recruitment, it is necessary to create an environment that facilitates the development of female managers. As one example of the efforts of the Group, Nisshinbo created a network of female managers throughout the Group companies in Japan, providing opportunities for information exchange and interaction. I feel that this is a place where female employees can gain confidence and inspire each other, transcending business boundaries. Nisshinbo will continue to rapidly improve the workplace environment for all employees, as well as women, so that they can work and play an active role with peace of mind.

Furthermore, in FY2023, the Group conducted its second globally integrated Global Survey with 16,600 participants. The purpose of conducting the survey was to visualize the status of employees throughout the group and to examine and implement the necessary measures to improve engagement. Overall, approximately 95% of employees responded to the survey, indicating that they have high expectations of the Company. Nisshinbo also received approximately 4,500 open-ended responses, and Group companies have begun to make improvements and initiatives in response to each and every one of these comments. However, in order to meet the high expectations of employees, senior management must make another major effort. Nisshinbo will create a source of growth as a Group that attracts diverse human resources and generates innovation by providing both job satisfaction in the form of providing valuable solutions to society and work comfort in the form of creating a workplace environment that ensures psychological safety.

Nisshinbo will continue to steadily advance sustainability activities while meeting the expectations of shareholders, employees, and other stakeholders. We look forward to your continued support and encouragement.

Makoto Sugiyama

Executive Managing Officer
Senior Manager of Sustainability Development Department,
Corporate Strategy Center
Nisshinbo Holdings Inc.

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Nagano Japan Radio Co., Ltd. Nisshinbo Brake Inc. Nisshinbo Textile Inc.

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Nisshinbo Group Human Rights Statement



Preamble

We, the Nisshinbo Group, in pursuing our mission to "contribute to the society through our business," continue our challenge at a global scale to develop and supply products, technologies and services with added values for the society.

Throughout business, a company should be an actor to respect, protect and promote the human rights of all stakeholders including employees, customers, business partners and local communities. As articulated in The Guiding Principles on Business and Human Rights adopted by the United Nations in 2011 (hereafter, UN Guiding Principles), we must once again take our responsibility seriously to protect human rights.

We, the Nisshinbo Group, consider human rights to be "the rights of people to live fulfilling lives based on their own diverse choices." In order for people to make their own life decision from diverse choices, their rights and opportunities for self-fulfillment must be ensured, and people need to be physically, mentally, and socially well-being. Above all, a safe and secure living environment is necessary.

Our group aims to provide solutions to climate change and realize a society where people can live safely and securely. We are aware that our business activities support people's living environment, which in turn leads to the protection of human rights, and we will continue to make further efforts to create a safe and secure environment

Furthermore, as we are aware of the significant impacts that our global business activities may incur on many people around the world, we will conduct human rights due diligence in line with the UN Guiding Principles. In light of the essential meaning of due diligence: "care and efforts reasonably expected in accordance with one's position," we will continue to make appropriate and steady efforts to fulfill our corporate responsibility to protect human rights.

We, the Nisshinbo Group, place importance on "respecting diversity" and foster a corporate culture that encourages employees to respect each other's human rights as being "one member of diverse humans." Through the human rights due diligence process, the group aims to be an organization that embraces diverse human resources with strong will and integrity to respect human rights, being aware of the impacts of our business on people.

Under our corporate philosophy: "Change and Challenge! For the creation of the future of Earth and People," we are committed to creating a well-being society, in which people of today and children of the future can live happy and fulfilling lives. We pledge to develop and provide products, technologies, and services that ensure people's safety and security.

This statement is positioned as a policy that precedes all documents and norms related to the Nisshinbo Group's efforts in respecting human rights through our business activities.

Scope of Application

All employees of the Nisshinbo Group, regardless of their positions, are protected and are expected to act in accordance with this statement.

All business partners involved in our group's business activities are also expected to understand and support this statement and to work together to respect human rights.

International Standards

We, the Nisshinbo Group, are committed to the following:

- •We respect human rights as described in the International Bill of Human Rights □ .
- •We will fulfill our corporate responsibility to respect human rights by conducting human rights due diligence in line with the Guiding Principles on Business and Human Rights □.
- •We recognize our obligation to support, respect, promote and realize the core labor standards in the following five areas as set forth in the International Labor Organization Declaration on Fundamental Principles and Rights at Work □:
 - ◆freedom of association and the effective recognition of the right to collective bargaining
 - ♦the elimination of all forms of forced or compulsory labor
 - ♦the effective abolition of child labor
 - ♦ the elimination of discrimination in respect of employment and occupation
 - ♦a safe and healthy working environment
- •We will ensure that we respect the rights of children and women based on the principles of the Children's Rights and Business Principles (CRBP) 🗖 and the Convention on the Elimination of All Forms of Discrimination Against Women 🗖.

We, the Nisshinbo Group, comply with the laws and regulations of each country in which we operate throughout our business activities. In cases where the laws and regulations of the corresponding country differ from or conflict with international human rights norms, we will strive to respect international human rights standards to the maximum extent possible.

Our salient human rights issues

We, the Nisshinbo Group, consider the following as salient human rights issues in our business activities

- Child labor and forced labor
- Discrimination
- Harassment
- Gender
- •Human rights issues related to the environment and climate change
- Occupational health and safety

Human Rights Due Diligence Initiatives

Operational Structure and Responsibility

Responsibility for the human rights statement lies with the Director, President of Nisshinbo Holdings Inc., who oversees the whole Nisshinbo Group, and the chief executive officer of each group segment. The Sustainability Department will implement the human rights due diligence initiative under the supervision of the Executive Director of Sustainability. We will engage in dialogue with external experts and stakeholders who have expertise in human rights issues, and we will collaborate with each group company to promote the process and report regularly to the Board of Directors.

Promotion System for Sustainability Activity

Mitigation and Remediation measures

When the Nisshinbo Group's business activities have been found to have caused or contributed to any adverse human rights impacts, the Nisshinbo Group will take appropriate remediation measures to mitigate and prevent such impacts. We also recognize that we have a responsibility to exercise our influence on remedial actions in cases where our products, technologies, and services are directly linked to adverse human rights impacts in the supply chain.

We will take appropriate mitigation measures considering the scale, scope, and severity of the situation.

Information Disclosure

We, the Nisshinbo Group, disclose the status and outcomes of our human rights due diligence efforts and subsequent plans on the Nisshinbo Group website and other media. We will hold dialogues with stakeholders on the content of such information as appropriate and strive to make improvements.

Understanding and Dissemination of the Human Rights Statement

We, the Nisshinbo Group, will continuously build awareness and knowledge of all group employees to promote their understanding of this statement in order to ensure that business activities are conducted in accordance with this statement.

We will share this statement with our business partners and stakeholders throughout our supply chain to gain their understanding and support and to collaborate in promoting activities for respecting human rights.

Commitment to Remedy (Grievance Mechanism)

We, the Nisshinbo Group, have established the Corporate Ethics Reporting System and helpline to appropriately address issues that violate corporate ethics, including human rights. This system and helpline accept reports not only from employees of the Nisshinbo Group but also from a wide range of internal and external stakeholders. To ensure that whistleblowers can use the helpline with psychological safety, we will prohibit any disadvantageous treatment or retaliation against whistleblowers and promise to protect privacy and confidentiality.

In case we receive a report or concern regarding a violation of human rights, a violation of laws and regulations, or a violation of corporate ethics, we will confirm the facts and take appropriate measures to remediate the situation and prevent its recurrence. In developing our grievance mechanism, we will periodically check the number of reports and trends and report them to the Board of Directors and the person in charge of the Human Rights Statement.

This statement is approved by the Board of Directors of Nisshinbo Holdings Inc. and signed by Masahiro Murakami, Representative Director and President.

August 1, 2023

Nisshinbo Holdings Inc.

Masahiro Murakami,

Representative Director and President

Phone Prince Presider

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Corporate Philosophy Expresses the Nisshinbo Group's Aims

Since its foundation, the Nisshinbo Group has always valued the concept of a corporate public entity: contributing to society is the Companies' reason for being, and that contribution is the engine that drives their growth. Corporate Philosophy is "Change and Challenge! For the creation of the future of Earth and People." And the business policy derived from this corporate philosophy is to "Realize a super-smart society as an *Environment and Energy Company* group."

While developing business activities centered on the "environment" in all of its businesses, the group aims to "Connect Everything, Create Value" by providing solutions to social challenges through sensing, wireless communications, and information processing technologies.

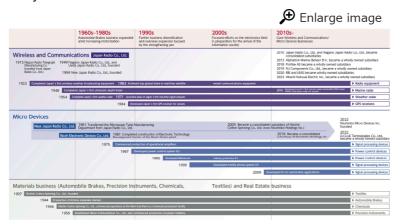
History as an Environment and Energy Company Group

The Nisshinbo Group was founded in 1907 with the establishment of Nisshin Cotton Spinning Co., Ltd. At that time, the textile industry was a pillar of the Japanese economy, but faced with competition from low-priced overseas products, the Group has since believed that its mission is to contribute to human society through its business in accordance with the needs of the times, rather than focusing on textiles. Based on this mindset, the Group has continued to grow by aggressively promoting business portfolio transformation, incorporating Japan Radio Co., Ltd. as the core of its current Wireless and Communications business, as well as New Japan Radio Co., Ltd. and Ricoh Electronic Devices Co., Ltd., the core of its Micro Devices business.

From 2024, the Group has been segmented into four segments: "Wireless and Communications business"; "Micro Devices businesses"; "Materials business" which integrated the existing Automobile Brakes, Precision Instruments, Chemicals and Textiles business; and "Real Estate." The Group creates new value through numerous products and solutions that contribute to disaster prevention and mitigation, solutions to environmental issues, and the realization of a safe and secure society.

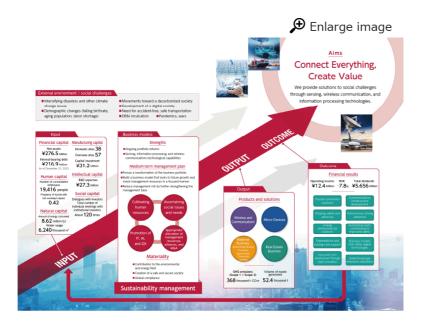
The words "sustainability" and "ESG management" are now frequently used in the world. However, the Nisshinbo Group has placed the concepts expressed in these terms at the center of its management strategy long before these terms were coined. The diverse businesses and product lines of the Group's global operations contribute significantly to achieving the targets of the Sustainable Development Goals (SDGs), and this is one of the Group's strengths.

History of Portfolio Transformation



Value-Creation Process Toward the Aims

The Nisshinbo Group aims to be a corporate group that "Connect Everything, Create Value," and while continuously transforming its portfolio based on its technological strengths in sensing, information processing technologies, and wireless communication, the Group will effectively utilize its six capitals: financial, human, natural, manufactured, intellectual, and social capitals to provide solutions to social issues.



In its sustainability management, the Nisshinbo Group has identified contribution to the environment and energy fields, creation of a safe and secure society, and global compliance as materiality (key issues). Through the provision of products and solutions based on its technological strengths, the Group will contribute to the safety and development of communication infrastructure and maritime transportation, and to the advancement of automated driving, while creating outcomes that contribute to the sustainability of people and society, such as disaster prevention solutions, telemedicine and nursing care support, and reduction of greenhouse gas emissions.



□ Group Companies

Japan Radio Co., Ltd.

Nisshinbo Micro Devices Inc.

NISSHINTOA IWAO INC.

KOKUSAI DENKI Electric Inc.
D-CLUE Technologies Co., Ltd.
Nisshinbo Chemical Inc.

Nagano Japan Radio Co., Ltd. Nisshinbo Brake Inc. Nisshinbo Textile Inc.

JRC Mobility Inc.

Nisshinbo Mechatronics Inc.

		NSSHINBO		
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Strategic Dusiness Domains			Chains	

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Materiality



The corporate philosophy of the Nisshinbo Group is "Change and Challenge! For the creation of the future of Earth and People." Since its inception, the Group has passed down through the generations its basic belief as a public entity that contributing to society is companies' reason for being, and that contribution is the engine that drives their growth.

In February 2015, the Nisshinbo Group identified material issues for the Group in order to clarify issues that required action to achieve sustainable growth for the Nisshinbo Group's business together with society.

Materiality for the Nisshinbo Group

- Contribution to the environmental and energy field
- Creation of a safe and secure society
- Global compliance

Process of Determining Materiality

After organizing social issues based on the global guidelines and the different opinions of internal and external stakeholders, the Nisshinbo Group evaluated the relevance of the issues to the Nisshinbo Group's business and identified the social issues to consider. The issues were then prioritized from two perspectives: importance to stakeholders and importance to the Nisshinbo Group. From among these issues, the three items listed above were approved as the materiality at the Board of Management chaired by the president of the Nisshinbo Group.

1. Identify social issues for consideration

First we identified social issues, referring to ISO 26000, the fourth edition of the GRI Guidelines, the 10 principles of the UN Global Compact and other social norms. We then evaluated their relationship to the Group's businesses and identified 22 social issues for consideration.

2. Prioritize social issues

During the Nisshinbo Group's Sustainability Promotion Conference, the Group prioritized the social issues the Group had identified from the perspective of its importance to stakeholders and its importance to the Nisshinbo Group, coming up with a draft proposal.

3. Deliberate and approve at the Board of Management

The Board of Management, chaired by the president of Nisshinbo Holdings Inc. and comprising all managing officers, deliberated the issues' materiality. After considering the importance of these social issues and their relationship to the Group's businesses, we determined the three material issues indicated above.

Contributing to SDGs

The Nisshinbo Group will contribute to the achievement of the SDGs, whose aims dovetail with its intended direction, in all processes in the value chain. The Group identifies and pursues the core goals that the Nisshinbo Group believes will directly contribute to the achievement of the SDGs in all of its corporate activities and in all of its business strategies, including its three strategic business domains (Mobility, Infrastructure & Safety, and Life & Healthcare), and works to achieve these goals.

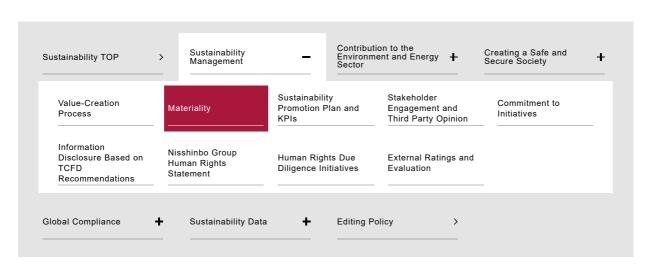
Promotion of reuse of

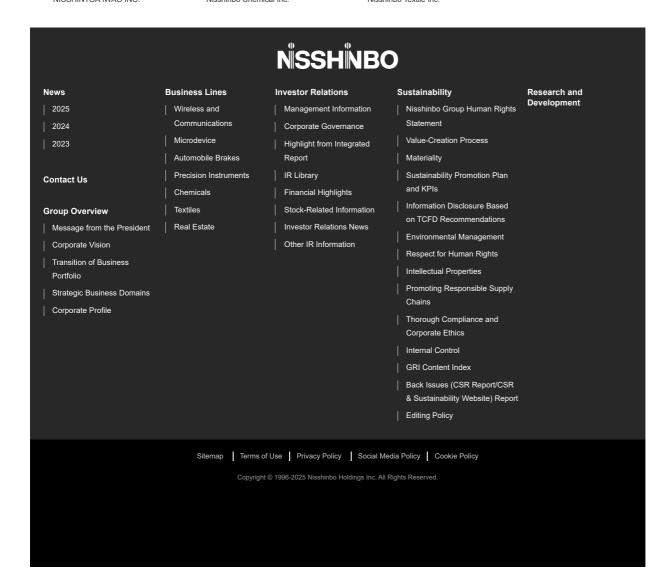
packaging materials and reduction of usage

	Core SDG	goals that contributed by a	I corporate	e activities	
E Environment		S Society		G Governance	
Promotion of LCA activities to reduce emissions of chemical substances and waste and to develop products that contribute to a sustainable society	12 streets of the control of the con	Formulation of Sustainable Procurement Guidelines and disseminate to suppliers. Furthermore, we use supplier questionnaires.	16 MOLLEDON	Formulation of Anti- Corruption Guide and using it for anti-bribery measures, including at the Group's overseas companies.	16 NOLLENN MORTHUM MOR
Promotion of activities for chemical substance management	6 ACLIANATION ACL				
Development of zero- emission (recycling rate of 99% or more) activities Waste reduction activities	12 HORSELF STREET STREE	Respect diversity in all aspects, including human rights and employment, and promote work-family life balance.	3 MARTHUME		
with the goal of achieving a 95% recycling rate Conducting water risk assessments for business	6 color auto	Health and Safety Activities	5 finant finance and finance a		
sites and major supply chains. In addition, conducting water consumption surveys and management.		Promotion of health management through the Group Health Management Division Meeting	3 and with the second		
Ü		Active participation by employees in environmental contribution activities and environmental beautification activities	3 SONS MOUTH		
Promotion of efficient use of natural resources such as fuel by reducing transportation volume	12 HOSBIE GORDON STREET				
Increasing the ratio of products that contribute to a sustainable society Promotion of reuse of	12 HONORE CHARGES	Planned measures to achieve continuous promotion of measures to improve customer satisfaction	12 SUMMERS SOUNDS SOUND	Operation of corporate ethics reporting system, early detection of legal violations, correction and prevention of	16 MARK LEDEN SOUTHERN STITTENS



recurrence





Business Lines

Investor Relations

A > Sustainability > Sustainability Management > Sustainability Promotion Plan and KPIs

Sustainability Promotion Plan and KPIs

The Nisshinbo Group has formulated a CSR Plan since FY2008 and has been promoting activities with Key performance indicators (KPIs) since FY2016. From FY2022, the plan has been renamed the "Sustainability Promotion Plan," and all employees are working toward the goal of achieving sustainability in society and business.

Progress of the "Fifth Sustainability Promotion Plan (FY2022-FY2024)"

In the "Fifth Sustainability Promotion Plan (FY2022-FY2024)," which began in FY2022, the content of the plan and KPIs were revised based on the degree of achievement and results of the 20 targets set in the fourth period plan. Furthermore, from FY2023, the plan has been revised as a goal to promote activities that demonstrate both internally and externally the Group's management stance toward sustainability management. In particular, in the social field, the Group added "Human resource acquisition and development" and "Engagement" as key action items, reviewed KPIs for each target item, set qualitative targets, and expanded the scope of targets.

Regarding the status of activities up to the end of FY2023, in the area of the promotion of environmental management, all eight of the stated goals are going well with four of them achieving their FY2024 targets ahead of schedule. With regard to the most important issue of reducing greenhouse gas emissions in order to achieve carbon neutrality, Nisshinbo Group is on track to achieve the 2030 target by reducing greenhouse gas emissions by 46% from the fiscal year 2014 level, thanks to the expansion of solar power generation facilities and the switch to renewable energy-derived electricity in Japan and overseas.

With respect to human rights, the Nisshinbo Group Human Rights Policy was formulated in August 2023. In order to disseminate and deepen the understanding of the human rights policy, Nisshinbo Group created video materials in which the president delivers a message about the background, thoughts, and goals of the human rights policy formulation as part of the Group human rights training and distributed the materials throughout the company. In addition, based on the human rights policy, Nisshinbo Group started a full-scale human rights due diligence program. In the areas of the acquisition and development of human resources and the promotion of diversity, the Group launched a female leader development program as a measure to increase the ratio of female managers and is working to create a corporate culture that facilitates the use of childcare leave regardless of gender.

Fifth Sustainability Promotion Plan

The revised targets and KPIs for FY2023 and actual results for FY2023 are as follows. On December 27, 2023, Nisshinbo Holdings Inc. included HVJ Holdings Inc. and its subsidiary Hitachi Kokusai Electric and seven other companies in the scope of consolidation, but they are not included in the data table for FY2023.

Environment (E) Materiality: Contribution in the Areas of Environment and Energy

Key Action Items	The Nisshinbo Group's Initiatives	Targets · KPI (Achievement year 2024)	Coverage	FY2023 Results*1
	Improvement of the sales percentage by the products that contribute to the development of sustainable society	60% or more of total sales		53%
	Reduction of greenhouse gas emissions	Reduce by 35% or more compared to FY2014		46%
Promote	Reinforcement of the maintenance of biodiversity	Activities in Japan and abroad at more than 5 new sites	All companies in	Active at 3 sites (cumulative since FY2022)
environmental	Reduction of water usage per unit of sales	Reduce by 65% or more compared to FY2014	Japan and overseas	78%
management	Promote Life Cycle Assessment (LCA)*2	60% or more of total sales		60%
	Reduction of the energy consumption per unit of sales Reduction of the volume of PRTR substances*3 emissions per unit of sales	Reduce by 15% or more compared to FY2014		24%
		Reduce by 30% or more compared to FY2014		38%
	Improvement of recycling rate	Increase the recycling rate to 90% or more		88%

Social (S) Materiality: Creation of a Safe and Secure Society

Key Action Items	The Nisshinbo Group's Initiatives	Targets · KPI (Achievement year 2024)	Coverage	FY2023 Results
Respect human	Promoting human rights awareness-raising activities	(In Japan) Rate of implementation of Group Human Rights Training, 100% (In overseas) [Qualitative Target] Implementation of human rights awareness- raising activities	All companies in	97%
rights	Promoting business and human rights activities	[Qualitative Target] Develop human rights policy, introduce and promote Human Rights Due Diligence in fields with high human rights risks	Japan and overseas	-
Human resource acquisition and	Training of management candidates necessary for business promotion	[Qualitative Target] Increase the rate of participants in the Successor Program in senior management posts (executive officers and above)	All core companies	_
training	Strengthen mid-career recruitment to improve the age structure of human resources	[Qualitative Target] Strengthen mid-career recruitment to improve the age structure of human resources		l
	Group-wide D&I penetration initiatives	[Qualitative Target] Communicating the top management message and implementing measures that contribute to the success of diverse human resources	All companies in Japan and overseas	-
	Securing diverse human resources	Ratio of female recruitment to total recruits a) Mid-carrier: Administrative occupations, 50% b) New graduate: Office occupations, 50% c) New graduate: Technical occupations, 20%	All companies in Japan* ⁴	a) 25% b) 50% c) 23%
Promote diversity	Promoting diverse human resources	Rate of managers hired as mid-career employees to total managers, 11% (Target value as of the end of FY2024) Note: By FY2030, the goal is to have this ratio equal to the rate of employees hired through mid-career recruitment to all full-time employees.	All companies in Japan* ⁴	15%
		Rate of female managers to total managers, 6% (Target value as of the end of FY2024) Note: By FY2030, the goal is to have this ratio equal to the rate of female employees to all full-time employees.		7.4%
		Rate of training on psychological safety, 100%	All companies in Japan	99.6%
	Create a comfortable workplace environment for employees	Rate of taking annual paid leave, 70% or more Rate of male employees taking childcare leave, 30% or more of eligible male employees	All companies in Japan ^{*4}	71%
Engagement	Conduct global survey	[Qualitative Target] Continue to conduct global survey	All companies in Japan and overseas	_
Improve quality and customer satisfaction	Continuously promote measures to improve customer satisfaction	The number of violations of the Product Liability Act "0" [Qualitative Target] Understand and share the status of quality claims for each segment	All companies in Japan and overseas	Japan and overseas 0 cases
Promote activities for occupational safety and health	Prevent occupational injuries	The number of serious accidents "0"	All companies in Japan and overseas	0 cases
Promotion of sustainable procurement	Improving sustainable procurement in collaboration with suppliers	Evaluation of improvement efforts based on the results of the sustainable survey to major suppliers (more than 80% of transaction amount), 100%	Internal control assessment critical business locations, and all companies in Japan with 301 or more employees	Activities as planned

Key Action Items	The Nisshinbo Group's Initiatives	Targets ⋅ KPI (Achievement year 2024)	Coverage	FY2023 Results
	Implementation of global response	[Qualitative Target] Consideration and implementation of deployment methods to the supply chain at overseas business connection and critical overseas locations	All companies in Japan and overseas	
		Implementation rate of training for purchasing staff (annual theme), 100%		46%
Cultivate	Promoting health management	Rate of patients receiving detailed examinations after regular health checkups, 85% or more	All companies in	76%
employee health		Implementation rate of health guidance for high- risk workers, 100%	Japan	95%
Development of social contribution activities	Participate in local contribution activities	[Qualitative Target] Expand participation in local contribution activities	All companies in Japan and overseas	_

Governance (G) Materiality: Global Compliance

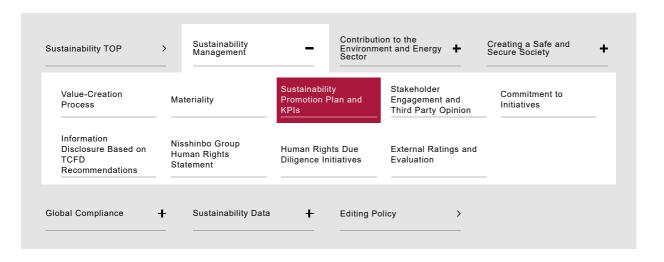
Key Action Items	The Nisshinbo Group's Initiatives	Targets · KPI (Achievement year 2024)	Coverage	FY2023 Results
Practice the Group's Corporate Philosophy	Communicating management's messages based on the Group's Corporate Philosophy	Promote the practice of the Group's Corporate Philosophy, VALUE, and Business Conduct Guidelines (Affirmation rate in global survey, 80% or more)	All companies in Japan Review survey results and consider the target affirmation rate, including overseas	68% affirmation rate in Japan
Thorough	Raising awareness of compliance	Rate of compliance training participation by management-level personnel, 100%	All companies in Japan and overseas	98%
compliance	Operating the corporate ethics reporting systems	Response rate to corporate ethics reporting system, 100%	Company with a Corporate Ethics Reporting System	100%
Strengthen internal controls	Development and operation of internal control systems	[Qualitative Target] Continuously developing and operating internal control systems	All companies in Japan and overseas	_
Promote risk management activities	Operating a risk management system that responds to the external environment	[Qualitative Target] Continuous operation of the risk management system in response to the external environment	All companies in Japan and overseas	_
Strengthen information security measures	Defending against external threats	[Qualitative Target] Strengthen protection against external threats and continuously training employees on information security	All companies in Japan and overseas	_

^{*1} Because of the transfer of all shares of TMD FRICTION GROUP S.A. (TMD), a subsidiary in the Automobile Brakes business, on November 30, 2023, and for other factors, TMD and 21 other companies were excluded from the scope of consolidation. Therefore, TMD and 21 other companies are included in the data until November 2023.

^{*2} Life Cycle Assessment: Grasping the amount of environmental impact throughout the product life cycle, from raw materials to production, use, and disposal.

^{*3} PRTR substances: Substances subject to the Pollutant Release and Transfer Register (PRTR) system pursuant to the "Act on the Confirmation, etc. of Release Amounts of Specific Chemical Substances in the Environment and Promotion of Improvements to the Management Thereof"

 $^{^{\}star}4$ KPIs are those of Nisshinbo Holdings Inc.



■ Group Companies

Japan Radio Co., Ltd.

Nisshinbo Micro Devices Inc.

NISSHINTOA IWAO INC.

KOKUSAI DENKI Electric Inc.
D-CLUE Technologies Co., Ltd.

Nisshinbo Chemical Inc.

Nagano Japan Radio Co., Ltd.

Nisshinbo Brake Inc.

Nisshinbo Textile Inc.

JRC Mobility Inc.

Nisshinbo Mechatronics Inc.

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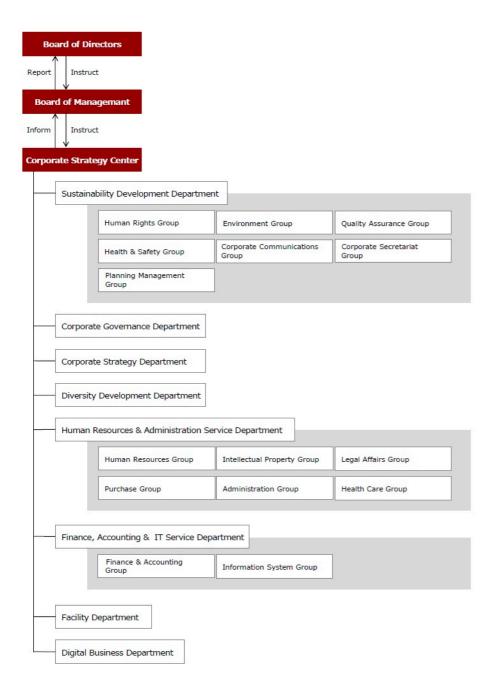
Research & Development

** > sustainability > Sustainability Management > Promotion System for Sustainability Activity Promotion System for Sustainability Activity

The Nisshinbo Group promotes group-wide sustainability activities under the direction of the Board of Management, which is responsible for business execution functions under the Corporate Governance Systems, centered on the Sustainability Development Department of the Corporate Strategy Center of Nisshinbo Holdings Inc. Each department reports management reviews and issues to the Board of Management.

To promote group-wide efforts, the Nisshinbo Group established the Group Sustainability Promotion Council, which is headed by the Director and the Chief of the Corporate Strategy Center and includes Sustainability Promotion Managers and other members from each business group. In addition to formulating policies, key action items, and KPIs, the Council regularly shares information on the status of implementation and issues. Specific activities are carried out mainly by individual expert committee.

Sustainability Promotion Structure



[The Board of Management]

The Board of Management, which is composed of Directors, Audit & Supervisory Board member, Managing officer, deliberates on important matters related to the execution of the Group's business. In principle, the Board of Management is held once a month.



■ Group Companies

Japan Radio Co., Ltd.

Nisshinbo Micro Devices Inc.

NISSHINTOA IWAO INC.

KOKUSAI DENKI Electric Inc.
D-CLUE Technologies Co., Ltd.
Nisshinbo Chemical Inc.

Nagano Japan Radio Co., Ltd. Nisshinbo Brake Inc. Nisshinbo Textile Inc. JRC Mobility Inc.

Nisshinbo Mechatronics Inc.



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Investor Relations

* Sustainability > Sustainability Management > Stakeholder Engagement and Third Party Opinion

Stakeholder Engagement and Third Party Opinion



The Nisshinbo Group believes that only by listening to customers, stockholders, employees, and the other stakeholders involved with the Group as stipulated in VALUE and gaining their understanding and trust will the Group be able to achieve sustainable growth and enhance its corporate value over the medium to long term. The Group takes a variety of opportunities to deepen communication with all stakeholders and works to resolve issues.

The Nisshinbo Holdings' Basic Policy on Communication with stakeholders is stipulated in "Nisshinbo Corporate Governance Policy" III-1-(1).

▶ Nisshinbo Corporate Governance Policy

Stakeholder Engagement Initiatives

Stakeholder	Examples of approaches (fiscal 2023 activities)	Key department/site	
Customan	● Corporate website and social media ● Exhibitions ● Online seminars	Marketing/Engineering	
Customers	● Activities aimed at increasing customer satisfaction ● CM		
	 ◆ General Meeting of Shareholders (one time) ◆ Results briefings (two times) ◆ Business briefings (two times) 		
Shareholders/	● Individual meetings with institutional investors and analysts (about 120 times)	Corporate communications	
Investors	● IR tools (e.g., Integrated Report, Sustainability website, Shareholder newsletter)		
	● Online information for shareholders and investors		
Employees	● Group internal newsletter, Intranet	Corporate communications	
	• Dialogues between company presidents (including subsidiaries) and employees	All departments	
	● Employee health measures (about 30 times)	Health Management Department	
	●Internal whistleblower system (11 cases)	Corporate Ethics Department	
	● Improvement proposal meetings	All departments	
	● Disaster prevention, BCP and other emergency drills		
Regional communities	● Factory tours, work experience, workshops (54 times)		
	● Cleaning activities	Business sites	
	● Participation in projects to protect biodiversity		
Suppliers	● Spread awareness of sustainable procurement basic policies	Progurament Division	
	● Sustainable procurement surveys	Procurement Division	
NGOs, NPOs, government agencies	● Various donation activities	Business sites	

Third-Party Opinion

Continuing to meet the expectations and needs of the Nisshinbo Group's stakeholders, the Group received feedback from outside experts regarding their assessment of the Nisshinbo Group's sustainability efforts, as well as their expectations and requests of the Group.

Takeshi Shimotaya Managing Director, Sustainavision Ltd.

I hereby express my opinion as a third party about the Nisshinbo Group's sustainability initiatives based on the information provided in the Nisshinbo Group Sustainability website.

The Nisshinbo Group is strengthening its efforts to spread sustainability management throughout the Group, especially in 2023. The Group's corporate philosophy is based on the importance of all Group employees understanding the meaning of sustainability, how to apply it to the management of the company, and to align their understanding and vectors under the Group's corporate philosophy, which is based on sustainability and looks to the future.

The Nisshinbo Group has been steadily promoting initiatives to solve these environmental and social issues and to build a foundation for promotion of the initiatives, as well as has set up a well-balanced materiality of these activities as the *contribution to the environment and energy field, creation of a safe and secure society, and global compliance*. The implementation of the *global survey*, which serves as a foundation for these activities and deepens the engagement of employees, who are the most important stakeholders, is also worthy of commendation.

In the environmental area, the Company completed the TCFD climate change scenario analysis, which is the basis for climate change countermeasures, with a view to achieving carbon neutrality by 2050 and has achieved the FY2024 target for reduction of the GHGs by promoting renewable energy ahead of schedule, and the achievement of the FY2024 target for water consumption reduction ahead of schedule all indicate that NIsshinbo activities are on track. As for biodiversity conservation, the *nature positive* initiatives and information disclosure based on the TNFD will be required, and I believe that further preparation will be necessary to implement this throughout the Group.

In terms of social relations, in 2023, the Group entered a new phase of determining a human rights policy and conducting human rights due diligence throughout the Group. Here, too, education is provided to promote an understanding of *basic business and human rights*, and the identification of risks of human rights violations in the supply chain is very important in promoting respect for human rights as a Group. I believe that it is necessary to then proceed to consider the establishment of a grievance mechanism for redress in all Groups.

I hope that the Nisshinbo Group will continue to promote further sustainability management while engaging with the important stakeholders surrounding the Company.



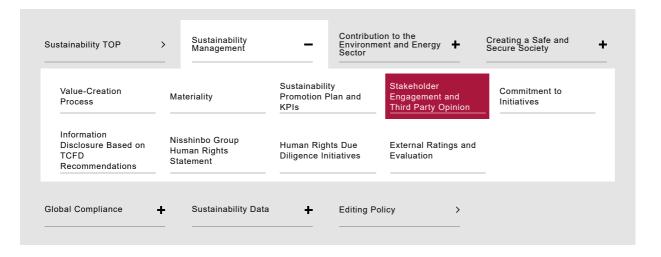
Takeshi Shimotaya Managing Director, Sustainavision Ltd.

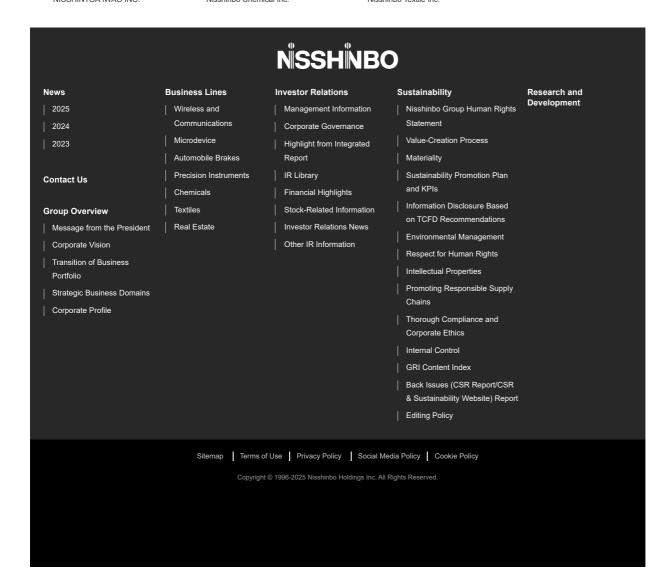
Joined a major heavy industry manufacturer in 1991 and was responsible for human resources, general affairs, recruitment, training, payroll, labor negotiations, occupational health and safety, etc. in the plant management department. After setting up a new business in the environmental sector (new energy and R.P.F. manufacturing), moved to the UK in 2007.

Holds a Master of Environmental Science from the University of East Anglia, UK, and an MBA from Lancaster University, UK. In 2010, he established Sustainavision Ltd. in the UK to serve as a sustainability bridge between Japan and Europe. Based in London, Sustainavision Ltd. provides sustainability consultancy, training, seminars and related research to Japanese companies.

President, Japan Sustainable Restaurant Association

Founder, The Global Alliance for Sustainable Supply Chain







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Business Lines

* > Sustainability > Sustainability Management > Commitment to Initiatives

Commitment to Initiatives

In striving to achieve sustainability, the Nisshinbo Group is committed to the following initiatives in Japan and overseas

Global Initiatives

Support to The Task Force on Climate-related Financial Disclosure (TCFD)

Nisshinbo Holdings Inc.

The Task Force on Climate-related Financial Disclosure (TCFD) established by the Financial Stability Board (FSB) recommends that companies identify and disclose the financial impacts of the risks and opportunities posed by climate change. Nisshinbo Holdings Inc. expresses its support for the TCFD's recommendations and discloses the financial impacts based on the Framework.



▶ Information Disclosure Based on TCFD Recommendations

Endorsement of the Better Cotton Initiative (BCI)

Nisshinbo Textile Inc.

PT. Nikawa Textile Industry in Indonesia and Nisshinbo Do Brasil Industria Textil LTDA. in Brazil have endorsed the Better Cotton Initiative (BCI).

BCI is an international NGO that works to solve problems faced by cotton farmers, such as improving the massive consumption of water, improving the global environmental burden caused by excessive pesticide application, and improving producer rights. Farmers, spinners, suppliers, retailers, and civic organizations have endorsed BCI as stakeholders. The Nisshinbo Group company is contributing to sustainable cotton production by actively purchasing raw cotton from BCI member farmers and selling to BCI member apparel companies.

▶ Promoting Responsible Supply Chains

Japan Initiatives

Endorsement to the Federation of Keidanren's Declaration of Biodiversity and Guidelines for Action (Revised)

Nisshinbo Group

The Nisshinbo Group has endorsed the Declaration of Biodiversity by Keidanren (revised edition). Please refer to the URL below for details of the Keidanren Declaration of Biodiversity and Revised Action Guidelines

https://www.keidanren.or.jp/en/policy/2018/084.html

► Activities for Environmental and Biodiversity Conservation

Nisshinbo Holdings Inc. participates in the Japan Business and Biodiversity Partnership, a group that engages in activities to conserve biodiversity. The Partnership is composed of economic organizations, businesses, NGOs, and local governments.

The Company's activities to conserve biodiversity began in fiscal 2015, and activities continue at 15 sites in Japan. We are also developing biodiversity conservation Activities at 5 sites abroad.

地球のいのち、つないでいこう 生物多様性を育む社会をめざして

The Japan Business and Biodiversity Partnership

▶ Activities for Environmental and Biodiversity Conservation

Endorsement of the Keidanren Declaration on Biodiversity and Action Guidelines (Revised Version)

The Nisshinbo Group has endorsed the Declaration of Biodiversity by Keidanren (revised edition).

Please refer to the URL below for details of the Keidanren Declaration of Biodiversity and Revised Action Guidelines. https://www.keidanren.or.jp/en/policy/2018/084.html

In 2018, Keidanren revised this declaration and action guidelines in response to major trends both at home and abroad, such as SDGs and the Post-Aichi Targets*. The revised declaration aims to "realize a sustainable society through the construction of a society in harmony with nature."

In addition, Keidanren released the Keidanren Declaration of Biodiversity Initiative. This report contains the names of 273 companies and organizations (logo marks) that expressed their endorsement with the revised declaration and action guidelines and also introduces our Group.

Regarding the Keidanren Declaration of Biodiversity Initiative, please refer to the URL below.

https://www.keidanren-biodiversity.jp/logo_en.php □

In 2009, the Nisshinbo Group endorsed the Keidanren Declaration of Biodiversity and Action Guidelines, established by the Keidanren, and after conducting surveys and educational programs, launched the Biodiversity Conservation Activities in 2015, expanding the scope of our Activities.

* Post-Aichi Biodiversity Targets: Global Biodiversity Targets for 2020 and beyond



Keidanren Declaration of Biodiversity Initiative

Activities for Environmental and Biodiversity Conservation

Participation in Keidanren's Challenge Zero

The Nisshinbo Group participates Challenge Zero (Challengenet Zero Carbon Innovation), a project led by the Federation of the Japanese Economic Organization (hereinafter referred to as the "Keidanren"), participates.

Challenge Zero is a new initiative in which the Keidanren, in cooperation with the Japanese government, strongly promotes and publicizes innovative action by companies and organizations in Japan and overseas that are tackling the challenge of realizing a "decarbonizing society." This initiative positions the aims of the International Framework for Climate Change Control, known as the Paris Agreement, as a long-term goal.

In light of the goal of Challenge Zero, Nisshinbo Holdings Inc. will promote the creation of innovation in order to reduce greenhouse gases and contribute to the realization of a carbon-free society through its business activities.

Please refer to the following URL for the official Keidanren "Challenge Zero" website.

https://www.challenge-zero.ip/en/ 🗖

View case studies of the Group's efforts to realize a decarbonizing society is presented



General business owner action plan based on the law for the promotion of women's activity

Nisshinbo Holdings Inc., Japan Radio Co., Ltd., JRC Tokki Co., Ltd., JRC Engineering Co., Ltd., Japan Radio Glass Co., Ltd., JRC System Service Co., Ltd., Nagano Japan Radio Co., Ltd., Nisshinbo Micro Devices Inc., Nisshinbo Micro Devices Inc., Nisshinbo Micro Devices Fukuoka Co., Ltd., Nisshinbo Brake Inc., Nisshinbo Mechatronics Inc., Nanbu Plastics Co., Ltd., Kyushu Nanbu Plastics Co., Ltd., Nisshinbo Chemical Inc., Nisshinbo Textile Inc., Tokyo Shirts Co., Ltd., NISSHINTOA IWAO INC.

Nisshinbo Holdings Inc. has formulated a general business owner action plan based on the Law for the Promotion of Women's Activities, and each company has set specific targets and achievement periods, mainly for the number of women in management positions and the ratio of female employees. Similar initiatives are being implemented at Group companies (listed above) in Japan other than the Company.

▶ Promoting Diversity and Inclusion

Act on Advancement of Measures to Support Raising Next-Generation Children-General Action Plan

Nisshinbo Holdings Inc., Japan Radio Co., Ltd., Japan Radio Glass Co., Ltd., Nagano Japan Radio Co., Ltd., Ueda Japan Radio Co., Ltd., JRC Tokki Co., Ltd., JRC Engineering Co., Ltd., JRC System Services Co., Ltd., JRC Logistics Service Co., Ltd., Nagano Japan Radio Manufacturing Co., Ltd., Nagano Communications Sales Co., Ltd., NJ Components Co., Ltd., Asashina Nichimu Co., Ltd., Nisshinbo Micro Devices Inc., Nisshinbo Micro Devices Fukuoka Co., Ltd., Nisshinbo Brake Inc., Nisshinbo Mechatronics Inc., Nanbu Plastics Co., Ltd., Kyushu Nanbu Plastics Co., Ltd., Nisshinbo Chemical Inc., Nisshinbo Textile Inc., Tokyo Shirts Co., Ltd., NISSHINTOA IWAO INC.

To maintain an environment in which employees can display their abilities as well as balance their work and private lives, Nisshinbo Holdings Inc. and the Group's other companies (the above) in Japan are formulating their next general action plans in accordance with the Act on Advancement of Measures to Support Raising Next-Generation Children.

Promoting Diversity and Inclusion

Declaration to Build Partnerships

Nisshinbo Holdings Inc., Nisshinbo Micro Devices Inc.

The "Declaration to Build Partnerships" mechanism was established in May 2020 at the "Council for Promoting Partnership Building for the Future," whose members include relevant cabinet ministers (Cabinet Office, METI, MHLW, MAFF, MLIT, and Deputy Chief Cabinet Secretary), Keidanren Chairman, NCCI President, and RENGO Chairman. This "Declaration of Partnership Building" is a declaration of efforts for cooperation, coexistence and co-prosperity with suppliers in the supply chain, and compliance with desirable business practices between parent companies and subcontractors (the "Promotion Standards" based on the Law for the Promotion of Small and Medium-sized Subcontractors): prevention of "wrinkling of trade terms and conditions." The Group declared in 2020 and is promoting cooperation with suppliers.



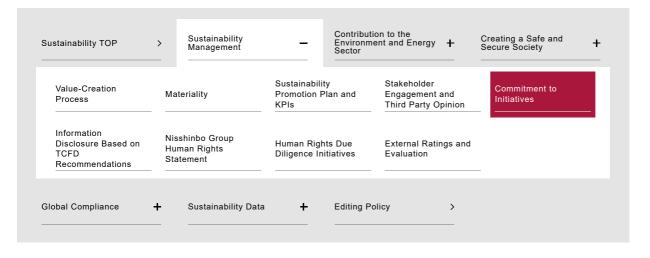
▶ Promoting Responsible Supply Chains

Assisting Workers in Balancing Work and Nursing Care

Nisshinbo Holdings Inc., Japan Radio Co., Ltd., JRC Tokki Co., Ltd., Nagano Japan Radio Co., Ltd., Nagano Japan Radio Manufacturing Co., Ltd., Ueda Japan Radio Co., Ltd., Nisshinbo Brake Inc., Nisshinbo Mechatronics Inc., Nisshinbo Chemical Inc., Nisshinbo Textile Inc.

Nisshinbo Holdings Inc. and other group companies are promoting initiatives to support the balancing of work and nursing care, and the above 10 companies disclose their efforts in the "Support for Balancing Work and Nursing Care" section.





■ Group Companies

Japan Radio Co., Ltd. Nisshinbo Micro Devices Inc. NISSHINTOA IWAO INC.

KOKUSAI DENKI Electric Inc. D-CLUE Technologies Co., Ltd. Nisshinbo Chemical Inc.

Nagano Japan Radio Co., Ltd. Nisshinbo Brake Inc. Nisshinbo Textile Inc.

JRC Mobility Inc. Nisshinbo Mechatronics Inc.

NSSHINBO Business Lines Investor Relations Sustainability Research and Development Nisshinbo Group Human Rights Management Information 2025 Wireless and Communications 2024 Corporate Governance Microdevice Value-Creation Process Highlight from Integrated 2023 Automobile Brakes Report Materiality Precision Instruments IR Library Sustainability Promotion Plan **Contact Us** and KPIs Chemicals Financial Highlights Information Disclosure Based **Group Overview** Stock-Related Information on TCFD Recommendations Real Estate Investor Relations News Message from the President Environmental Management Other IR Information Corporate Vision Respect for Human Rights Transition of Business Intellectual Properties Portfolio Promoting Responsible Supply Strategic Business Domains Chains Corporate Profile Thorough Compliance and Corporate Ethics Internal Control GRI Content Index Back Issues (CSR Report/CSR & Sustainability Website) Report Editing Policy Sitemap Terms of Use Privacy Policy Social Media Policy Cookie Policy

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Sustainability

Research & Development

** > sustainability > Sustainability Management > Information Disclosure Based on TCFD Recommendations

Information Disclosure Based on TCFD Recommendations



Outline of TCFD Response

Climate change is a global challenge for all countries and regions, and the reduction of greenhouse gases is a global long-term target. The Nisshinbo Group believes that it is crucial to incorporate business opportunities caused by climate change and appropriately respond to risks. Accordingly, in FY2021 the Group began analyzing climate change scenarios in accordance with the recommendations of the Task Force on Climate-related Financial Disclosure (TCFD). In June 2022, the company expressed its agreement to the TCFD recommendations.

Through climate change scenario analyses, the Group will identify the risks and opportunities that climate change may pose to the business in future, develop more flexible and robust strategies by leveraging the opportunities in the development of business strategies, and increase the resilience against future risks.

TCFD Disclosure Item

Governance

Strategy

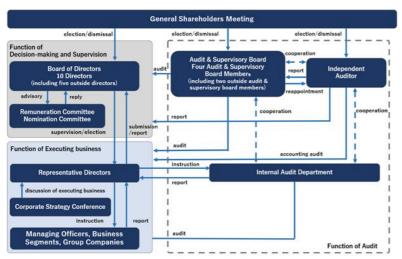
▶ Risk Management

Metrics and Targets

Governance

As shown in the diagram below, the Nisshinbo Group established and operates a framework for appropriately responding to risks and opportunities related to climate change. In order to make risk an opportunity for sustainable growth, the Group will constantly identify and analyze changes in the various business environments. Based on the business policies derived from the Group's corporate philosophy, the Nisshinbo Group will create new growth opportunities by contributing to society as an Environment and Energy Company group. Responsibilities for climate-related issues are borne by such meetings as the Board of Management, which is composed of the president and executive officers, and reports to the Board of Directors. The Board of Directors discusses responses to the reported climate-related issues and oversees goals and the progress made.

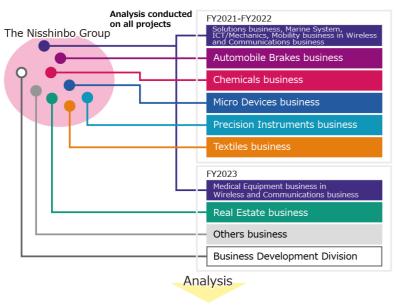
Governance Structure



Strategy

Since the Nisshinbo Group has a wide range of businesses, a climate change scenario analysis was conducted in stages starting in FY2021, and an analysis of the Group's major businesses was completed* in FY2023. In FY2021, the Group targeted the Solutions business in the Wireless and Communications business, the Automobile Brakes business, and the Chemicals business that are expected to have a large risk/opportunity impact. In FY2022, the analysis was conducted in major businesses with production activities by covering the Marine System, ICT/Mechatronics, and Mobility business in the Wireless and Communications business, the Micro Devices business, the Precision Instruments business, and the Textiles business. For FY2023, the scope of the program includes Medical Equipment business in the Wireless and Communications business, Real Estate business, and Other businesses, as well as initiatives in the Business Development Division. The climate change scenarios used are for a world where warming progresses (warming progression scenario, 2.5° C to 4° C) and a world where warming is controlled and active transitions occur (decarbonization scenario, $1.5^{\circ}C$ to $2^{\circ}C$).

* Excluding Hitachi Kokusai Electric Inc., which became a subsidiary in December 2023.



Steps of Climate Scenario Analysis



1. Assess Materiality of Climate-related Risks



As the first step in the scenario-analysis, the Nisshinbo Group identified the material risks and opportunities for each of the targeted businesses with reference to the external literature related to TCFD Final Report and industries. Because the impacts of climate change have the potential to materialize over the medium to long term, the Group qualitatively assessed the risks and opportunities on a large, medium, and small basis, not only in the short term but also over the medium to long-term time horizon up to 2050. As a consequence, the following table shows the significant risks and opportunities associated with business continuity and the creation of new businesses



Diele Tone	Assessment Item Category		Dialia	Opportunities	
Risk Type			Risks		
Transition	Policy and	Carbon price	Increased raw material procurement and	Decrease future operating costs by switching	
Risks	Legal		manufacturing costs due to carbon taxation	to renewable energy	
	Market and Technology Shifts	Energy mix	· Increase or decrease in energy costs due to fluctuations in city gas/crude oil/electricity prices	-	
		Customer and market changes	• Cost increase due to response to GHG reduction requests from customers	Increased demand for related products due to increased demand for marine transportation as a result of modal shift Increase in sales of brake friction materials due to change in demand for automobiles Increase in sales of insulation materials due to the popularization of ZEB/ZEH	

Diele Tone	Assessment Item		Piele	Our mark uniting	
Risk Type		Category	Risks	Opportunities	
				Increase in sales of cross-linking agents due to rising demand for cold-drying paints Expanding the market for CFRP related products that contribute to low-carbon Expand sales of other environmentally oriented and environmentally friendly products and services (Increase sales of products for environment-oriented apparel and environmentally friendly industrial materials, frozen meals, plant-based meat to reduce food loss, and implement higher rents for properties with ZEB and energy certifications)	
		Spread of low-carbon and energy-saving technologies	Decrease in demand for ICE vehicle parts due to the spread and expansion of EVs	Increased demand for products related to EVs, new energy vehicles, smart mobility, and fuel cells Sales expansion of energy-saving GaN power semiconductors and electronic device related products Increase in demand for related products due to increase in new offshore wind power generation Increase sales opportunities for fuel cell-related products as hydrogen infrastructure becomes more widespread Increase sales opportunities for fuel cell-related products as hydrogen infrastructure	
Physical Risks	Chronic	Average temperature rise, and change in precipitation and weather patterns	Increase in disaster response costs and relocation costs due to storm surge damage Increase or decrease in product costs due to fluctuations in raw cotton prices Higher purchase price costs due to lower yields of wheat and oilseeds, and lower wheat sales volume due to higher costs	Increase in demand for disaster prevention products and services due to increased flood risk Increased demand for air conditioner parts due to more frequent use of air conditioning in summer Increase in sales of products for heat protection (cool biz, cool sensation, etc.) Expand opportunities to market products and services that address long-term changes in disease structure and access to healthcare due to climate change	
	Acute	Severity of extreme weather events	Physical damage and loss of business interruption due to typhoons and guerrilla rainstorms	-	

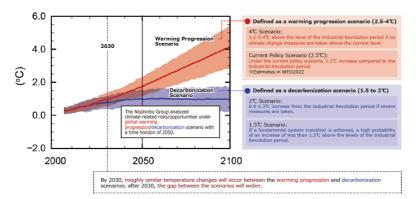
2. Identify and Define Range of Scenarios



The Nisshinbo Group analyzed climate-related risks and opportunities under the warming progression and decarbonization scenarios using 2050 years as the time axis. For the analysis, see the following literature.

	International Energy Agency (IEA)	Intergovernmental Panel on Climate Change (IPCC)
Warming Progression Scenario	Stated Policies Scenario (STEPS) Reference Technology Scenario (RTS)	• RCP8.5
Decarbonization Scenario	Net-Zero Emissions Scenario (NZE) Sustainable Development Scenario (SDS)	• RCP2.6 or RCP4.5

^{*} IEA scenarios, etc. are based on the latest data available at the time of analysis of each project, and there may be slight differences in conditions and other factors.



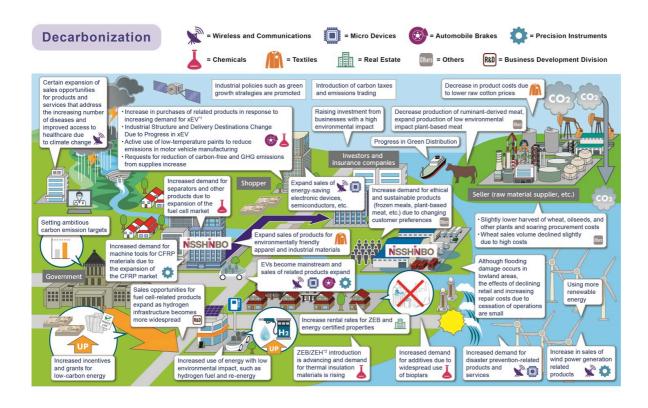
^{*} Prepared by Nisshinbo Holdings Inc. from the IPCC Fifth Assessment Report

The Nisshinbo Group organized the global view of the warming progression scenario and the decarbonization scenario.

In the warming progressive scenario, while some sites will be affected by flooding and other damage, sales opportunities for countermeasure products and services as temperatures rise will increase, and demand for disaster prevention-related products and services is expected to rise.

In the decarbonization scenario, countries will tighten emission reduction targets and introduce high carbon taxes, while demand for decarbonization-related products and environmentally friendly products, especially EVs/renewable energy, is expected to increase. Each image looks like the following:





- *1 xEV: Electric Vehicle (electric cars)
- *2 ZEH/ZEH: Net Zero Energy House / Net Zero Energy House

3. Evaluate Business Impacts



In the scenario analysis, the Nisshinbo Group evaluated the financial impact by business segment. The following is a summary of the impact on the Nisshinbo Group as a whole by scenario.

- Under the global warming progression scenario and while insurance coverage has minimized the impact, a certain amount of cost increases will be required to deal with property damage from flooding, sales of products related to EVs, new energy vehicles, smart mobility, and fuel cells, as well as friction materials for brakes, are expected to increase.
- In the decarbonization scenario and while the challenge will be to reduce carbon tax costs, sales of EVs, new energy vehicles, smart mobility, and fuel cell-related products are expected to increase more than in the global warming scenario, and sales of decarbonization-related products and environmentally

friendly products are expected to expand, including increased sales of insulation materials due to the spread of ZEB/ZEH.

• In both scenarios, the Business Development Division is expected to see significant potential opportunities, such as increased sales opportunities for fuel cell-related products, driven by the widespread use of hydrogen infrastructure.

The results of the impact assessment for each business segment are as follows:

In Solutions Business in the Wireless and Communication business, although there are differences in scale perceptions, demand for disaster prevention products and services is expected to grow in all possible scenarios in line with the increase in damage from natural disasters, such as floods. In the Marine System, ICT/Mechanics, and Mobility business, demand for EV and ship-related products is expected to increase in both scenarios, although there are differences in scale perceptions. In the Medical Equipment business, demand for products that respond to changes in disease associated with climate change is expected to grow under the global warming scenario. In addition, the development of products and services for telemedicine and other applications is expected to provide significant opportunities under both scenarios.

In the Micro Devices business, demand for EV-related products is expected to expand under both scenarios, and demand for water level gauge sensors is expected to increase in response to flood damage. In addition, under the decarbonization scenario, the response to the reduction of carbon tax costs will become an important issue in the future.

In both scenarios, the Automobile Brakes business is expected to increase demand for friction materials for brake assemblies with increasing demand for motor vehicles, but in the decarbonization scenario, the increase in demand for friction materials for braking replacements is expected to be limited by the prolongation of friction materials due to the widespread use of EVs. In addition, the scenario contains increased risks because future carbon regulations will be a factor in the reduction of benefits; therefore, decarbonization-related responses will be an important issue in the future.

In the Precision Instruments business, demand for wind power generation-related components and machine tools for CFRP* materials is expected to increase under both scenarios. In addition, under the decarbonization scenario, a response will be required in order to reduce carbon tax costs.

In the Chemicals business, increased sales of separators are expected to provide potentially significant opportunities in both scenarios from the proliferation of fuel cells. In addition, in the decarbonization scenario, the popularization of ZEB/ZEH is expected to increase the demand for insulation materials for building materials, increase the demand for additives as demand for bioplastics expand, and the demand for cross-linking agents will also increase from the expanded use of cold-drying paints.

In the Textiles business, the decarbonization scenario will require measures to address the significant impact of carbon taxes, while demand for environmentally friendly products is expected to grow, requiring the capture of demand for industrial materials and environmentally oriented apparel.

In the Real Estate business, physical damage to rental properties and other assets due to flooding is limited in both scenarios. In addition, rents are expected to increase for environmentally friendly properties in the decarbonization scenario.

In the Other business, although raw material costs for wheat and fats and oils will increase in both scenarios, the impact will be limited because of changes in sales strategies, and demand for environmentally friendly products in frozen meals and plant-based meat is expected to increase.

In the Business Development Division, both scenarios are expected to offer potentially significant opportunities for increased sales of fuel cell-related products, driven by the spread of hydrogen infrastructure, and capturing demand is required.

* CFRP: Carbon Fiber Reinforced Plastics



		Assessment of Impacts*1		
Category	Assessment Item	Warming Progression Scenario	Decarbonization Scenario	
Carbon price	Increased cost of procuring raw materials from suppliers and manufacturing costs at factories due to carbon taxation	•		
Energy mix	Increase in energy costs due to fluctuations in city gas, crude oil, and electricity prices	•		
Customer and market changes	Increase in sales for related products due to increased demand for marine transportation as a result of modal shift	•	•	
	Increase in energy costs due to response to GHG reduction requests from customers	•		
	Increase in sales of brake friction materials due to change in demand for automobiles	+++	+ +	
	Increase in sales of insulation materials due to the popularization of ZEB/ZEH	++	+++	
	Increase in sales of cross-linking agents due to rising demand for cold-drying paints	+ +	+++	

Assessment or impacts '						
Category	Assessment Item	Warming Progression Scenario	Decarbonization Scenario			
	Increase in sales of machine tools for CFRP materials due to an increase in the number of companies working to reduce GHG emissions	•	•			
	Expand sales of other environmentally oriented and environmentally friendly products and services (Increase sales of products for environment-oriented apparel and environmentally friendly industrial materials, frozen meals, plant-based meat to reduce food loss, and implement higher rents for properties with ZEB and energy certifications)	•	•			
Spread of low-carbon and energy-saving technologies	Increase in sales for products related to EVs, new energy vehicles, smart mobility, and fuel cells	++++	++++			
	Increase in sales of energy-saving GaN power semiconductors and electronic device related products	•	+			
	Increase in sales of wind power generation related parts	•	•			
	Increase in sales of related parts due to change in demand for ICE vehicles	•	•			
	Increase sales opportunities for fuel cell-related products as hydrogen infrastructure becomes more widespread	+++*2	++++*2			
Average temperature rise, and Change in Precipitation and Weather	Increase in sales for disaster prevention products and services due to increased flood risk	+ +	+ +			
patterns	Increase in sales for air conditioner parts due to more frequent use of air conditioning in summer	•	+			
	Decrease in product costs due to lower raw cotton prices	+	+			
	Decrease in profit due to higher purchase price costs resulting from lower yields of wheat and oilseeds; increase in profit due to change in sales strategy	•	•			
	Increase in sales of clothing for heat protection	+	•			
	Expand opportunities to market products and services that address long-term changes in disease structure and access to healthcare due to climate change	+ + *3	+ + *3			
Severity of extreme weather events	Increased costs due to physical damage and loss of business interruption caused by flooding		-			
*1 Assessment of Impacts: +:Positive Impact/ -: Negative Impact Degree of Impacts: Less than 1 billion yen: + / -, More than 1 billion yen but less than 5 billion yen: + + /, More than 5 billion yen but less than 10 billion yen: + + + /, 10 billion yen or more: + + + + / (The size of the impact after taking into account the currently assumed countermeasures is described)						

Assessment of Impacts*1

- *2 The size of the impact of the Business Development Division may fluctuate because of future business development and uncertainties of the information and data used.
- *3 The magnitude of the impact of the Medical Equipment business is targeted at products and services related to analyzers for the increasing number of diseases associated with climate change, telemedicine and medical big data, but the scale of the business may fluctuate because of future business development and uncertainties of the information and data used.

4. Identify Potential Responses



In the future, based on the results of the scenario analysis, all business divisions will minimize risks related to greenhouse gas emissions while focusing on capturing the actual and potential opportunities related to the products and services of each business division in the medium to long term. The Nisshinbo Group has completed scenario analysis for its major businesses in FY2023 and will continue to revise the content as appropriate based on changes in the business environment.

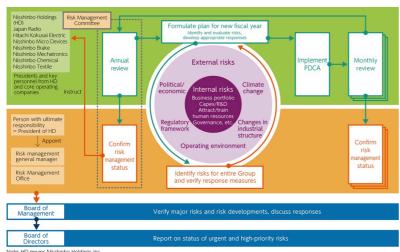
Business	Outline of Business Impacts	Direction of Responses	
Common to all projects	Risk of incurring additional costs due to the introduction and higher cost of carbon taxes. In addition, suppliers may increasingly request GHG emission reductions and be forced to respond to such requests. Potential for physical damage and loss of business interruption caused by increased flooding	through GHG reduction/energy conservation	
Wireless and Communications	Increased demand for marine transportation due to modal shift may expand sales opportunities for ship-related products Demand for EV-related products may increase due to growth in EV sales Demand for energy-saving devices may expand and sales opportunities for energy-saving devices may increase Frequent occurrence of natural disasters may increase flood risk, thereby increasing demand for disaster prevention-related products and services Potential for increased demand for offshore wind power related products due to increased demand for renewable energy Expand opportunities to market products and services that address long-term changes in disease structure and access to healthcare due to climate change	Capturing demand for shipping-related products Expand development and manufacturing of EV-related products Application of energy-saving related products (GaN power semiconductors, electronic device related products, etc.) to the electric power field Capturing demand for ships to support offshore wind facilities Development and manufacture of millimeter wave radar water gauge for disaster prevention, capturing demand for disaster prevention products and services Capturing demand for products and services related to analysis of diseases that are increasing with climate change Development of products and services for telemedicine and medical big data through collaboration of medical devices and wireless/communication technologies	
Micro Devices	Potential increase in sales of smart mobility-related products due to social developments toward a smart mobility society Potential for increased demand for low-carbon and energy-saving products Frequent occurrence of natural disasters may increase flood risk, thereby increasing demand for disaster prevention-related products	Development and manufacture of smart mobility-related products along with the expansion of the smart mobility society, and enhancement of the related parts production system Development and manufacture of energy-saving products to respond to demand for low-carbon and energy-efficient products Capturing demand for water gauge sensors to address increased flood risk	
Automobile Brakes	Although demand for brake friction materials is expected to increase due to rising demand for automobiles, the longer service life of brake friction materials may reduce demand for brake repairs as the percentage of EVs increases	Providing products and services that comply with the changes and regulations associated with the promotion of decarbonization	
Precision Indiruments	Increasing environment-oriented in the supply chain may expand sales opportunities for machine tools for CFRP materials Demand for wind-related products may increase as the introduction of renewable energy increases Sales opportunities for new energy vehicle-related products may increase due to growth in EV sales, while sales opportunities for ICE vehicle-related products may shrink Increased demand for air conditioners due to global warming may expand sales opportunities for related products	Capturing sales opportunities for machine tools for CFRP materials to respond to the environmental needs of the supply chain Development and manufacture of wind power generation related products along with expansion of renewable energy introduction Development and manufacture of parts processing and assembly-only machine related to new energy vehicles as EV sales increase Development and manufacture of air conditioning parts to meet the growing demand for air conditioning during the summer season	
Chemicals	Potential for increased demand for cross-linking agents due to expanded use of low-temperature drying paints Potential for demand for insulation materials for building materials to increase due to the spread of ZEB/ZEH Potential for sales of fuel cell bipolar plates to grow in proportion to the expansion of the fuel cell market	Capturing demand for cross-linking agents due to increased demand for low-temperature drying paints Capturing demand for heat insulating materials due to the spread of ZEB/ZEH Capturing demand for fuel cell bipolar plates due to the spread of fuel cells Providing products and services that comply with the changes and regulations associated with the promotion of decarbonization	
Testifies	Changes in environment-oriented in the supply chain may expand opportunities to sell to more environment-oriented customers and to sell environmentally friendly products Fluctuations in raw cotton costs due to climate change, but also the possibility of increased sales opportunities for products of heat-related protection due to rising temperatures	Capturing demand for products for apparel to promote decarbonization, and development and manufacture of environmentally friendly industrial materials Development and manufacture of clothing for heat protection	
Real Estate	Implement higher rents for properties with ZEB and energy certifications	Capturing demand through operation of environmentally friendly properties	

Business	Outline of Business Impacts	Direction of Responses
Others business	Higher purchase price costs due to lower yields of wheat and oilseeds, and lower wheat sales volume due to higher costs Increase sales of frozen meals and plant-based meat to reduce food loss	Price pass-through and other measures to deal with increased oil and fat procurement costs Capturing demand by procuring and selling environmentally friendly food products
Business Development Division	Potential for growth in sales of fuel cell-related products in proportion to the expansion in the size of the fuel cell market against the backdrop of the spread of hydrogen infrastructure	Capturing opportunities through the development and enhancement of fuel cell-related product development and manufacturing systems Research and development of hydrogen infrastructure-related products

Risk Management

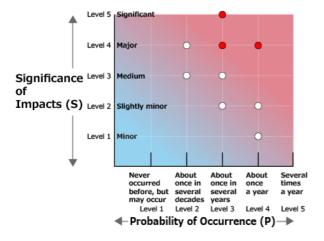
The Nisshinbo Group has established and operates a risk management system to appropriately respond to management risks of business and to minimize losses in the event of management risks. With regard to the risks and opportunities related to climate change that the Group should be aware of, the Nisshinbo Group will primarily identify, analyze, and evaluate the risks in each business segment based on the "Risk Management Regulations." Each business segment director will prioritize the risks and assume the magnitude of impact on the business under future scenarios. The Corporate Strategy Center is responsible for the overall mapping of this data, which is then discussed in the Board of Management and the Board of Directors.

Risk Management System



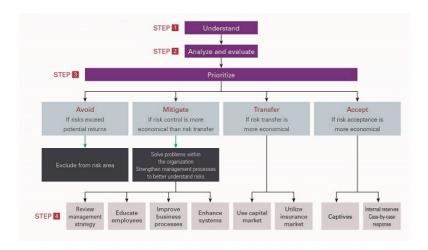
Note. No means Nissimbo notalings inc.

Risks and opportunities are assessed on a five-point scale based on the probability of occurrence and the degree of influence. Items whose products are more than constant are identified as important risks.



Taking into account the economic impact of identified risks, the Nisshinbo Group strives to respond by category to any of the four types of risk that can be avoided, mitigated, transferred, and held.

Risk Analysis Steps



The details of the risks and opportunities that the Group perceives as having the potential to have an important impact on the linkage performance and response can be found on the " > Risk Management " page.

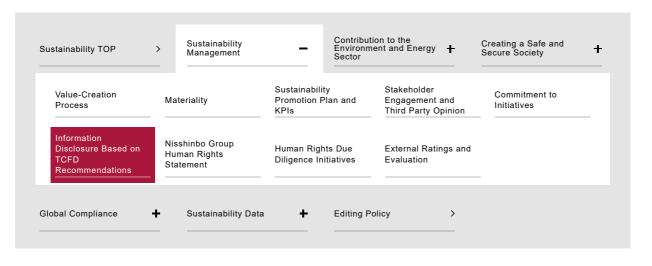
Metrics and Targets

The Nisshinbo Group aims to capture climate change-related business opportunities and reduce risks. To reduce climate-related risks, the Nisshinbo Group actively promotes climate change measures, such as reducing energy conservation activities and PFCs (perfluorocarbons)* emissions with the aim of carbon neutrality by 2050.

* PFCs (perfluorocarbons): Fluorinated greenhouse gases used in dry etching and other processes in semiconductor



The business activities and environmental impact of the Group can be found in the " Material Balance " section.



■ Group Companies

Japan Radio Co., Ltd.

Nisshinbo Micro Devices Inc.

NISSHINTOA IWAO INC.

KOKUSAI DENKI Electric Inc. D-CLUE Technologies Co., Ltd. Nisshinbo Chemical Inc. Nagano Japan Radio Co., Ltd. Nisshinbo Brake Inc. Nisshinbo Textile Inc.

JRC Mobility Inc.
Nisshinbo Mechatronics Inc



2025 Wireless and Communications Corporate Governance Statement 2023 Microdevice Highlight from Integrated Value-Creation Process Automobile Brakes Report Materiality Contact Us Precision Instruments IR Library Sustainability Promotion Plan and KPls Group Overview Textiles Stock-Related Information Information Disclosure Based on TCFD Recommendations Message from the President Real Estate Investor Relations News Environmental Management Corporate Vision Other IR Information Respect for Human Rights Transition of Business Portfolio Strategic Business Domains Corporate Profile Thorough Compliance and Corporate Ethics Internal Control GRI Content Index Back Issues (CSR Report/CSR	News	Business Lines	Investor Relations	Sustainability	Research and
& Sustainability Website) Report	2025 2024 2023 Contact Us Group Overview Message from the President Corporate Vision Transition of Business Portfolio Strategic Business Domains	Wireless and Communications Microdevice Automobile Brakes Precision Instruments Chemicals Textiles	Management Information Corporate Governance Highlight from Integrated Report IR Library Financial Highlights Stock-Related Information Investor Relations News	Nisshinbo Group Human Rights Statement Value-Creation Process Materiality Sustainability Promotion Plan and KPIs Information Disclosure Based on TCFD Recommendations Environmental Management Respect for Human Rights Intellectual Properties Promoting Responsible Supply Chains Thorough Compliance and Corporate Ethics Internal Control GRI Content Index Back Issues (CSR Report/CSR & Sustainability Website) Report	Research and Development
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Investor Relations

Sustainability

A > Sustainability > Sustainability Management > Nisshinbo Group Human Rights Statement

Nisshinbo Group Human Rights Statement



Preamble

We, the Nisshinbo Group, in pursuing our mission to "contribute to the society through our business," continue our challenge at a global scale to develop and supply products, technologies and services with added values for the society.

Throughout business, a company should be an actor to respect, protect and promote the human rights of all stakeholders including employees, customers, business partners and local communities. As articulated in The Guiding Principles on Business and Human Rights adopted by the United Nations in 2011 (hereafter, UN Guiding Principles), we must once again take our responsibility seriously to protect human rights.

We, the Nisshinbo Group, consider human rights to be "the rights of people to live fulfilling lives based on their own diverse choices." In order for people to make their own life decision from diverse choices, their rights and opportunities for self-fulfillment must be ensured, and people need to be physically, mentally, and socially well-being. Above all, a safe and secure living environment is necessary.

Our group aims to provide solutions to climate change and realize a society where people can live safely and securely. We are aware that our business activities support people's living environment, which in turn leads to the protection of human rights, and we will continue to make further efforts to create a safe and secure environment.

Furthermore, as we are aware of the significant impacts that our global business activities may incur on many people around the world, we will conduct human rights due diligence in line with the UN Guiding Principles. In light of the essential meaning of due diligence: "care and efforts reasonably expected in accordance with one's position," we will continue to make appropriate and steady efforts to fulfill our corporate responsibility to protect human rights.

We, the Nisshinbo Group, place importance on "respecting diversity" and foster a corporate culture that encourages employees to respect each other's human rights as being "one member of diverse humans." Through the human rights due diligence process, the group aims to be an organization that embraces diverse human resources with strong will and integrity to respect human rights, being aware of the impacts of our business on people. Under our corporate philosophy: "Change and Challenge! For the creation of the future of Earth and People," we are committed to creating a well-being society, in which people of today and children of the future can live happy and fulfilling lives. We pledge to develop and provide products, technologies, and services that ensure people's safety and security.

This statement is positioned as a policy that precedes all documents and norms related to the Nisshinbo Group's efforts in respecting human rights through our business activities.

Scope of Application

All employees of the Nisshinbo Group, regardless of their positions, are protected and are expected to act in accordance with this statement. All business partners involved in our group's business activities are also expected to understand and support this statement and to work together to respect human rights

International Standards

We, the Nisshinbo Group, are committed to the following:

- •We respect human rights as described in the International Bill of Human Rights □ .
- •We will fulfill our corporate responsibility to respect human rights by conducting human rights due diligence in line with the Guiding Principles on Business
- •We recognize our obligation to support, respect, promote and realize the core labor standards in the following five areas as set forth in the International Labor Organization Declaration on Fundamental Principles and Rights at Work 🗖:
 - ◆freedom of association and the effective recognition of the right to collective bargaining
 - ♦the elimination of all forms of forced or compulsory labor
 - ♦the effective abolition of child labor
 - ♦ the elimination of discrimination in respect of employment and occupation

- ♦a safe and healthy working environment
- •We will ensure that we respect the rights of children and women based on the principles of the Children's Rights and Business Principles (CRBP) 🗖 and the Convention on the Elimination of All Forms of Discrimination Against Women 📑.

We, the Nisshinbo Group, comply with the laws and regulations of each country in which we operate throughout our business activities. In cases where the laws and regulations of the corresponding country differ from or conflict with international human rights norms, we will strive to respect international human rights standards to the maximum extent possible.

Our salient human rights issues

We, the Nisshinbo Group, consider the following as salient human rights issues in our business activities.

- Child labor and forced labor
- Discrimination
- Harassment
- Gender
- Human rights issues related to the environment and climate change
- Occupational health and safety

Human Rights Due Diligence Initiatives

Operational Structure and Responsibility

Responsibility for the human rights statement lies with the Director, President of Nisshinbo Holdings Inc., who oversees the whole Nisshinbo Group, and the chief executive officer of each group segment. The Sustainability Department will implement the human rights due diligence initiative under the supervision of the Executive Director of Sustainability. We will engage in dialogue with external experts and stakeholders who have expertise in human rights issues, and we will collaborate with each group company to promote the process and report regularly to the Board of Directors.

▶ Promotion System for Sustainability Activity

Mitigation and Remediation measures

When the Nisshinbo Group's business activities have been found to have caused or contributed to any adverse human rights impacts, the Nisshinbo Group will take appropriate remediation measures to mitigate and prevent such impacts. We also recognize that we have a responsibility to exercise our influence on remedial actions in cases where our products, technologies, and services are directly linked to adverse human rights impacts in the supply chain.

We will take appropriate mitigation measures considering the scale, scope, and severity of the situation.

Information Disclosure

We, the Nisshinbo Group, disclose the status and outcomes of our human rights due diligence efforts and subsequent plans on the Nisshinbo Group website and other media. We will hold dialogues with stakeholders on the content of such information as appropriate and strive to make improvements.

Understanding and Dissemination of the Human Rights Statement

We, the Nisshinbo Group, will continuously build awareness and knowledge of all group employees to promote their understanding of this statement in order to ensure that business activities are conducted in accordance with this statement.

We will share this statement with our business partners and stakeholders throughout our supply chain to gain their understanding and support and to collaborate in promoting activities for respecting human rights.

Commitment to Remedy (Grievance Mechanism)

We, the Nisshinbo Group, have established the Corporate Ethics Reporting System and helpline to appropriately address issues that violate corporate ethics, including human rights. This system and helpline accept reports not only from employees of the Nisshinbo Group but also from a wide range of internal and external stakeholders. To ensure that whistleblowers can use the helpline with psychological safety, we will prohibit any disadvantageous treatment or retaliation against whistleblowers and promise to protect privacy and confidentiality.

In case we receive a report or concern regarding a violation of human rights, a violation of laws and regulations, or a violation of corporate ethics, we will confirm the facts and take appropriate measures to remediate the situation and prevent its recurrence. In developing our grievance mechanism, we will periodically check the number of reports and trends and report them to the Board of Directors and the person in charge of the Human Rights Statement.

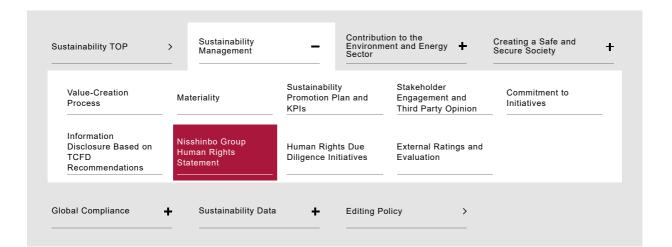
This statement is approved by the Board of Directors of Nisshinbo Holdings Inc. and signed by Yasuji Ishii, Representative Director and President.

August 1, 2023

Nisshinbo Holdings Inc.

Yasuji Ishii,

Representative Director and President



Group Companies

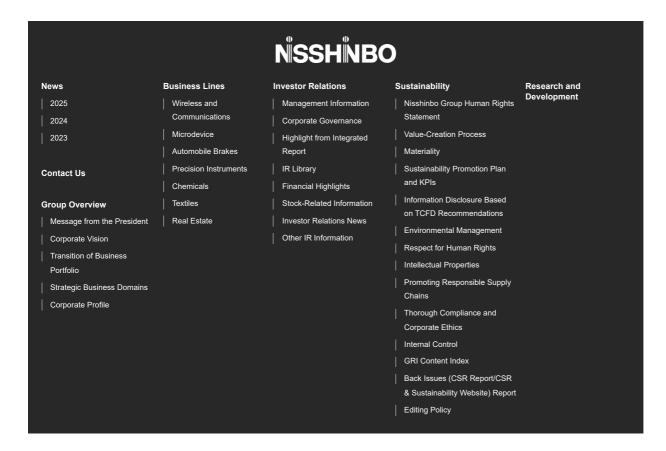
Japan Radio Co., Ltd. Nisshinbo Micro Devices Inc. NISSHINTOA IWAO INC.

KOKUSAI DENKI Electric Inc. D-CLUE Technologies Co., Ltd.

Nisshinbo Chemical Inc.

Nagano Japan Radio Co., Ltd. Nisshinbo Brake Inc. Nisshinbo Textile Inc.

JRC Mobility Inc. Nisshinbo Mechatronics Inc.



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Human Rights Due Diligence Initiatives



The Nisshinbo Group's mission is to "contribute to the society through our business activities," and we have been conducting our business operations with respect for human rights. In August 2023, the Nisshinbo Group established the "Nisshinbo Group Human Rights Statement" to express our commitment to respecting human rights.

This statement is the overarching statement of all documents and norms related to the Nisshinbo Group's efforts to respect human rights in its business activities.

Our group will be an actor in respecting, protecting, and promoting the human rights of not only our employees but also those of our customers, business partners, local communities, and all other individuals with whom we interact. We will manage our business with respect for human rights through human rights due diligence. We will strive to realize a well-being society in which people living today and children who will live in the future, can each lead happy and fulfilling lives.

Nisshinbo Group Human Rights Statement

Initiatives for 2024

Thorough Communication and Understanding of the Human Rights Statement

In order to promote business activities that respect human rights and to ensure that the Group's Human Rights Statement, which serves as the foundation for such activities, is well known and understood, we have distributed a video message by the president to all group companies, conveying the importance of the Human Rights Statement and his thoughts on respect for human rights. We also make it a rule to inform new employees of this statement at the time of joining the company and check the status of implementation every year.

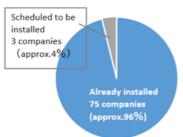
In the future, we plan to further announce our statement with external stakeholders by posting the statement on each of our group company's website. We also plan to develop the rules and regulations at each company based on the content of this statement.

Maintenance of Grievance Mechanism

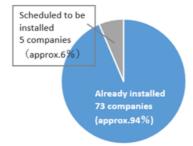
Results of our survey on the maintenance of grievance mechanism in all group companies

Surveyed: 78 domestic and overseas group companies

lacktriangle Progress of the installation of contact points (helplines)



Internal contact points (helplines) for employees



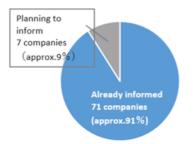
External contact points (helplines) for stakeholders, including employees*.

*Companies using the "Corporate Ethics Reporting System" set up by Nisshinbo Holdings Inc. in substitution for the in-house contact point (helpline) are also included.

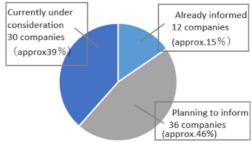
♦ Availability of manuals and other procedures for receiving and responding to grievance



♦ Progress of informing the availability of contact points (helplines)



Progress of informing employees about the contact point (helpline)



Progress of informing external stakeholders about the contact point (helpline)

We confirmed that 90% or more the group companies have established internal and external contact points (helplines). However, we will promptly follow up with those companies that have not sufficiently prepared manuals and other relevant documents on how to receive and respond to grievance.

In addition, since the availability of contact point (helpline) for external stakeholders is not well informed, we will post about it on each of our group company's website and distribute corresponding documents to suppliers.

Establishment of Sustainable Procurement Guidelines

We revised the Nisshinbo Group Sustainable Procurement Basic Policy (established in 2015) in 2024 to comply with the Nisshinbo Group Human Rights Statement. This is aimed at respecting our suppliers as equal partners through healthy business relationships, while always acting with fairness and integrity in accordance with high standards, including but not limited to social rules and corporate ethics. We also established the Nisshinbo Group Sustainable Procurement Guidelines which corresponds to the procurement policy.

In establishing the guidelines, we referred to the RBA Code of Conduct and JEITA's Responsible Business Conduct Guidelines issued by the Japan Electronics and Information Technology Industries Association (JEITA).

This policy and guidelines are communicated to suppliers through each of our domestic group companies, which are also responsible for conducting a questionnaire survey of suppliers to check the status of initiatives related to sustainable procurement and providing feedback based on the survey results. We will continue to promote sustainable procurement initiatives that respect human rights while ensuring that our suppliers understand the Nisshinbo Group's basic policies and guidelines.

Promoting Responsible Supply Chains

Developing a Responsible Mineral Procurement System

3TG (tin, tantalum, tungsten and gold) minerals, which are considered to be conflict minerals, may lead to serious human rights violations such as child labor and forced labor, but due to the growing awareness of human rights in society, it is expected that the scope of regulations will be expanded to include other minerals and regions.

For this reason, we consider responsible mineral procurement as a key issue in our human rights due diligence and have launched our initiative starting from FY2024. First, we are working to improve the group's mineral procurement system by sharing information related to mineral procurement company-wide and having dialogs with those in charge of mineral procurement.

Establishment and Steady Implementation of Education System

The Nisshinbo Group believes that an essential understanding of corporate responsibility to respect human rights (Business and Human Rights) is necessary to promote effective human rights due diligence efforts.

Group Human Rights Training

As the "Group Human Rights Training" conducted every year, we held a lecture titled "Business and Human Rights, the Basic Version" to all group companies in FY2024 to convey the basics of Business and Human Rights. This training will continue to be provided to new employees in the future.

Top Management Human Rights Training for executives

As part of our annual training program for top management, we held a lecture by Mr. Kazuo Tase, the CEO of SDG Partners, Inc. The lecture titled "Business and Human Rights: How to Find the Winning Strategy" discussed how to link "Business and Human Rights", an extremely important theme for corporate management in recent years, to a company's "winning strategy" while considering international trends related to human rights and case studies of other

companies

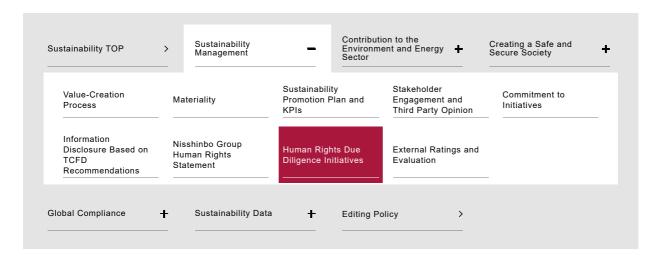
Approximately 400 participants attended the lecture, including not only top management but also managers from various group companies.

In order to promote management that respects human rights, we will continue to conduct training on themes that will lead to a deeper understanding of human rights among top management.

Future Plans

From 2025 onwards, we will further advance our human rights due diligence efforts, focusing on the following:

- 1. Identifying and addressing human rights risks
- $2. \ Further \ development \ and \ strengthening \ of \ grievance \ systems$
- 3. Establishment of human rights guidelines
- 4. Establishment of a responsible mineral procurement system
- 5. Steady education and trainings to promote understanding of respect for human rights
- →Click here for the activity report for 2023 (PDF)



□ Group Companies

Japan Radio Co., Ltd.

Nisshinbo Micro Devices Inc.

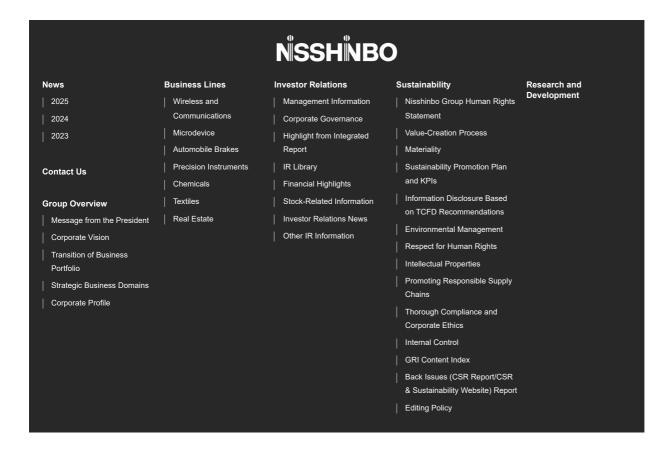
NISSHINTOA IWAO INC.

KOKUSAI DENKI Electric Inc.
D-CLUE Technologies Co., Ltd.
Nisshinbo Chemical Inc.

ogies Co., Ltd.

Nagano Japan Radio Co., Ltd. Nisshinbo Brake Inc. Nisshinbo Textile Inc. JRC Mobility Inc.

Nisshinbo Mechatronics Inc



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Research & Development

Sustainability > Sustainability Management > External Ratings and Evaluation

External Ratings and Evaluation



The Nisshinbo Group strives for sustainability initiatives and has received evaluations and certification from Japan and overseas ESG evaluation organizations.

Status of ESG Index Inclusion

Nisshinbo Holdings Inc. has been selected for inclusion in Japan and overseas ESG indexes.

MSCIESG RATINGS

MSCI ESG Research assigns MSCI ESG ratings to globally listed companies and some unlisted companies. Ratings assess industry-specific ESG risks and management relative to peers, which range from AAA (first-mover) to CCC (second-mover).



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Four ESG indices adopted by GPIF

FTSE Blossom Japan Sector Relative Index

The FTSE Blossom Japan Sector Relative Index constructed by FTSE Russell, a global index provider, is designed to be sector neutral with indices reflecting the performance of Japanese companies that are relatively good for environmental, social, and governance (ESGs) responses in each sector. In addition, to promote the transition to a low-carbon economy, particularly for companies with high greenhouse gas emissions, only the companies that are evaluated for their improvement efforts based on TPI management quality scores are included.



FTSE Blossom Japan Sector Relative Index

FTSE Russell (the trading name of FTSE International Limited and Frank Russell Company) confirms that Nisshinbo Holdings Inc. has been independently assessed according to the FTSE Blossom Japan Sector Relative Index criteria, and has satisfied the requirements to become a constituent of the FTSE Blossom Japan Sector Relative Index. Created by the global index provider FTSE Russell, the FTSE Blossom Japan Sector Relative Index is designed to measure the performance of companies demonstrating strong Environmentals. Social and Governance (ESG) practices. The FTSE Blossom Japan Sector Relative Index are used by a wide variety of market participants to create and assess responsible investment funds and other products.

MSCI Japan ESG Select Leaders Index

The MSCI Japan ESG Select Leaders Index is constructed by selecting companies with relatively superior ESG ratings within the industry sectors from among the constituents of the index (MSCI Japan Equity IMI Index), and comprehensively grasping the risks related to ESG.

2024 CONSTITUENT MSCI NIHONKABU

THE INCLUSION OF NISSHINBO HOLDINGS INC. IN ANY MSCI INDEX, AND THE USE OF MSCI LOGGS, TRADEMARKS, SERVICE MARKS OR NIDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIE PRODRESEMENT OR PROMOTION OF NISSHINBO HOLDINGS INC. BY MSCI OR ANY OF ITS AFFILIATES.

THE MSCI INDEX ARE THE EXCLUSIVE PROPERTY OF MSCI, MSCI AND THE MSCI AFFILIATES.

AFFILIATES.

MSCI Japan Empowering Women Index (WIN)

Nisshinbo Holding was selected for inclusion in the MSCI Japan Empowering Women Index (WIN), an ESG index developed by MSCI Corporation of the United States. The MSCI Japan Empowering Women Index (WIN) is a stock price index developed by MSCI (USA) for ESG investments. The index is constructed from data on gender diversity based on the Act on Promotion of Women's Participation and Advancement in the Workplace and corporate disclosures.

S&P/JPX Carbon Efficient Index

This index is one of the ESG indices selected by GPIF (Pension Investment Fund Incorporated Administrative Agency). It is a universe of TOPIX, which is a representative stock price index showing trends in the Japanese market. The index determines the weight of constituent stocks by focusing on the status of disclosures of environmental information and the level of carbon efficiency.



SOMPO Sustainability Indexes

This index is used for "SOMPO Sustainable Management," a responsible investment product for pension funds and institutional investors managed by SOMPO Asset Management Co., Ltd., which invests in companies with strong environmental, social, and governance (ESG) ratings. The brands are reviewed annually based on the results of the Bunano Mori (Beech Forest) Environmental Questionnaire and the ESG Management Survey conducted by the company.



External Ratings and Evaluation of the Nisshinbo Group's ESG Activities

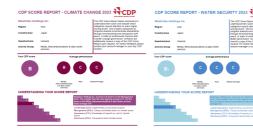
CDP Climate Change 2023 CDP Water Security 2023

Nisshinbo Group

The CDP is an international NGO working in the environmental field. The CDP surveys more than 23,000 companies worldwide and assigns scores from A to D in more than 1,100 cities, states, and regions to assess how companies effectively responds to the issues of climate change, deforestation, and water security.

The Nisshinbo Group received a "B" rating in Climate Change 2023 and a "B-" rating in Water Security 2023.





▶ Water Resource Conservation

The Nikkei's 2023 SDG Management Survey

Nisshinbo Group

In the overall rankings of the 2023 Nikkei SDG Management Survey, which rates and evaluates companies on their ability simultaneously to improve corporate value and contribute to the SDGs, the Group was awarded a four-star rating.

The Nikkei SDG Management Survey consists of questions in four areas: SDG strategy/economic value, social value, environmental value, and governance. The survey defines SDG management as efforts to contribute to the SDGs through business activities in ways that lead to improved corporate value. The evaluation of companies draws on surveys of companies and publicly available data based on 18 evaluation indicators. This year, the fifth year of the survey, 899 companies participated in the survey, including companies listed on Japanese exchanges.



The Nikkei Smart Work Management Survey

Nisshinbo Group

The Nisshinbo Group was recognized with a 3.5-star rating in the overall assessment of the "Seventh Nikkei Smart Work Management Survey,"

which selects advanced companies that are accepting the challenge of a productivity revolution through work-style reforms.

This survey has been conducted by Nikkei Inc. since 2017. Targeting listed companies nationwide and leading unlisted companies, the survey define Smart Work Management as an initiative to maximize organizational performance based on three factors: the realization of diverse and flexible work styles, the structure to create new businesses, and the ability to develop markets. The survey is evaluated on a five-star scale. In 2023, 834 companies, including domestic listed companies, participated in the survey.



The Toyo Keizai CSR Company Rankings

Nisshinbo Holdings Inc

In its latest assessment of CSR, the 2024 CSR Company Rankings, Toyo Keizai Inc. (hereafter, Toyo Keizai) rated Nisshinbo Holdings Inc. highly for the various initiatives being deployed by the Group. Toyo Keizai awarded the Group a ranking of AAA on human resources utilization, environment, corporate governance and a ranking of AA on social services.



Conducted annually since 2005 by Toyo Keizai, the CSR Corporate Rankings draw on survey results to select a list of "trusted companies" from the perspectives of both corporate social responsibility (CSR) and finance, which are becoming increasingly complex. This 2024 CSR Company Ranking is the 18th.

SOMPO Risk Management the "Buna no Mori" Environmental Questionnaire 2023

Nisshinbo Holdings Inc.

Nisshinbo Holdings Inc. received an overall rank of A in the evaluation results of the "Buna no Mori" Environmental Questionnaire 2023 conducted by Sompo Risk Management Inc.

The Buna no Mori Environmental Questionnaire analyzes and evaluates the status of a company's environmental management efforts. In order to evaluate companies based on the characteristics of each industry, the best-in-class method is used to select companies with relatively superior initiatives within each industry. Companies are classified into 27 unique industry categories based on the 33 industry categories of the TSE, and their environmental management is evaluated on a relative basis within each industry category. The top 25% of companies in each industry with relatively excellent environmental management systems are given an A ranking, companies in the 25th to 75th percentile are given a B ranking, and companies in the 75th percentile or lower are given a C ranking. Companies that score below a certain level or that have been downgraded due to scandals are given a D rank. In the Sompo Japan Green Open fund (nicknamed "Buna no Mori"), companies ranked A to C are considered as candidate stocks for investment.

Selected as a "Zero Emissions Challenge Company" by METI

Nisshinbo Holdings Inc., Japan Radio Co., Ltd., Nisshinbo Chemical Inc.

In collaboration with Keidanren, the New Energy and Industrial Technology Development Organization (NEDO), and the Ministry of Agriculture, Forestry and Fisheries (MAFF), METI is working on the Zero Emissions Challenge project, which lists the companies that are accepting the challenge of innovation aimed at achieving 2050 carbon neutrality and which provides investors with useful information.



The following initiatives were highly evaluated, and each of the initiatives selected as Zero Emissions Challenge Companies by the Ministry of Economy, Trade and Industry of Japan: Technology Development Project for Social Implementation of Marine Biodegradable Plastics by Nisshinbo Holdings Inc.; Project for Realization of Energy-Saving Society with Robots and Drones by Japan Radio Co. Ltd.; and Industry-Academia-Government Collaboration Problem-solving Research and Development Project about Advancement of Fuel Cells, etc. Technologies and Utilization Project by Nisshinbo Chemical Inc.

The Certified Health and Productivity Management Organization Recognition Program 2024

Nisshinbo Holdings Inc., Japan Radio Co., Ltd., Nagano Japan Radio Co., Ltd., JRC Logistics Service Co., Ltd., Nagano Japan Radio Manufacturing Co., Ltd., Ueda Japan Radio Co., Ltd., Nisshinbo Micro Devices Inc., Nisshinbo Micro Devices Fukuoka Co., Ltd., Nisshinbo Micro Devices AT Co., Ltd., Nisshinbo Brake

Nine companies were certified in the large corporate sector under the Certified Health and Productivity Management Organization Recognition Program, which is designed by the Ministry of Economy, Trade and Industry and selected by the Japan Health Council. Four companies were certified in the small and medium scale corporate sector under the Certified Health and Productivity Management Organization Recognition Program 2024.



▶ Promoting Health Management

Kurumin Certification as a Childcare Support Company

Nisshinbo Holdings Inc., Japan Radio Co., Ltd., Nagano Japan Radio Co., Ltd., Nagano Japan Radio Manufacturing Co., Ltd.

Kurumin Certification is a system to certify companies that meet certain requirements, such as formulating and implementing action plans to help employees balance work and child care, as a company that supports child rearing, based on the Act on Advancement of Measures to Support Raising Next-Generation Children. Nisshinbo Holdings Inc., Japan Radio Co., Ltd., Nagano Japan Radio Co., Ltd. and Nagano Japan Radio Manufacturing Co., Ltd. have been certified by the Minister of Health, Labor and Welfare (Kurumin certification).



▶ Promoting Work Style Reform

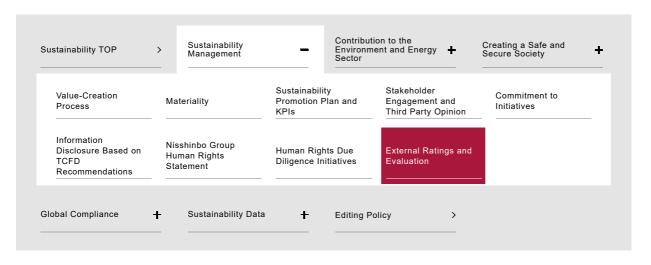
Certified As "Eruboshi" As A Company That Promotes Women's Activities

Japan Radio Co., Ltd.

The "Eruboshi Certification" is a system to certify companies that meet certain requirements based on the Law for the Promotion of Women's Activities, such as formulating and implementing an action plan for the promotion of women's activities, and being excellent in indicators such as the ratio of female employees, status of continuous employment, working hours and other working styles, ratio of managers, and diverse career paths. There are four levels of certification, including Platinum Eruboshi, and Japan Radio Co., Ltd. has received the second level of certification (Eruboshi certification) as determined by the Minister of Health, Labor and Welfare.



▶ Promoting Diversity and Inclusion



■ Group Companies

		NSSHINB		
News	Business Lines	Investor Relations	Sustainability	Research and
2025 2024 2023	Wireless and Communications Microdevice	Management Information Corporate Governance Highlight from Integrated	Nisshinbo Group Human Rights Statement Value-Creation Process	Development
Contact Us	Automobile Brakes Precision Instruments Chemicals	Report IR Library Financial Highlights	Materiality Sustainability Promotion Plan and KPIs	
Group Overview Message from the President Corporate Vision Transition of Business Portfolio Strategic Business Domains Corporate Profile	Textiles Real Estate	Stock-Related Information Investor Relations News Other IR Information	Information Disclosure Based on TCFD Recommendations Environmental Management Respect for Human Rights Intellectual Properties Promoting Responsible Supply Chains Thorough Compliance and Corporate Ethics Internal Control GRI Content Index Back Issues (CSR Report/CSR & Sustainability Website) Report	

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Business Lines

Investor Relations

* > Sustainability > Contribution to the Environment and Energy Sector > Environmental Management

Environmental Management



Basic Concept

The Nisshinbo Group is aiming to increase corporate value as a more united corporate group by realizing its Corporate Philosophy — "Change and Challenge! For the creation of the future of Earth and People." With "Awareness and Concern towards our Environmental Impact" as the Group's Business Conduct Guidelines, the Group has a deep understanding of environmental behavior and actively engage in and act on environmental activities. As an Environment and Energy Company group, the Group will continue to offer new products and systems that help protect the environment, save energy and create alternative sources of energy, while also providing solutions that address some of the greatest issues faced by humanity today, such as environmental destruction and natural disasters caused by climate change, to make life safer and more secure for people everywhere.

The Nisshinbo Group emphasizes the following environmental issues:

- ① Providing sustainable solutions
- ② Taking action against global warming
- ③ Contributing to a recycling-oriented society
- 4 Water-resource conservation measures

By setting environmental targets for the above issues and promoting activities to address them, the Group aims to contribute to the achievement of the "sustainable, decarbonizing and resource-recycling society" advocated by Japan and the United Nations, and to find solutions for customers' social and environment issues. In so doing the Group is continuing to contribute to achieving the SDGs.

Promotion System

The Nisshinbo Group, as an Environmental Company, has established internal regulations for promotion of environmental management to contribute to the sustainable development of society on a global scale and to specify basic matters related to the promotion of environmental management.

The chief executive responsible for promotion of the environmental management of the Group is the President of Nisshinbo Holdings Inc. The Group is engaged in promotion activities of the environmental management under a system in which the Company's Managing Officer is responsible for these activities.

Similarly, at each of the Company's subsidiaries, the president or vice president of the core company serves as the chief executive responsible for promotion of the environmental management, and the general manager responsible for promotion of the environmental management and the person for promotion of the environmental management are appointed to promote environmental management promotion activities.

The "Sustainability Development Promotion Meeting" or the "Environmental Management Promotion Staff Meeting" are held once a year under the auspices of the Sustainability Development Department to discuss policies and issues related to the promotion of environmental management on a Group-wide basis.

The Environment Group of the Sustainability Development Department of Nisshinbo Holdings Inc. collects performance data and manages the progress of each Group company's activities toward environmental targets, and the progress is checked by the general manager responsible for promotion of the environmental management of the Company.

The Group conducts periodic environmental audits once a year to ensure that the environmental management system is being properly implemented, including compliance with environment-related laws and regulations. The representative of each of the Company's subsidiaries in charge of the general manager responsible for promotion of the environmental management conducts an environmental management review once a year to receive reports on changes to the environmental management system and the status of achievement of the annual environmental plan, as well as to issue instructions on the necessary implementation items for environmental management.

The Director and chief of the Corporate Strategy Center of the Company reports the details of changes to the Group's environmental management system, the status of achievement of the three-year environmental targets, and the results of environmental audits once a year at the board of management*. The President, who is the chief executive responsible for promotion of the environmental management, conducts environmental management reviews and issues

instructions on matters necessary for environmental management. The management review is also reported to the Board of Directors, which discusses actions to be taken and oversees the targets and their progress.

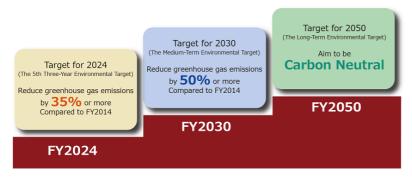
* The Board of Management: Executive conference consisting of Directors, Executive officers, etc.

Specific Initiatives of the Nisshinbo Group

The Nisshinbo Group is developing activities with an emphasis on providing sustainable products and solutions through technological capabilities and innovation created by its diverse human resources. The Group will continue to offer new products and systems that help protect the environment, save energy and create alternative sources of energy, while also providing solutions that address some of the greatest issues faced by humanity today, such as environmental destruction and natural disasters caused by climate change, to address environmental and social issues.

Environmental Targets

The Nisshinbo Group's Greenhouse Gas Emissions Reduction Targets



■ The Long-Term Environmental Target (Greenhouse Gas Emissions Reduction)

The Nisshinbo Group aims to capture climate change-related business opportunities and reduce risks. In order to reduce climate change-related risks, the Group declared in June 2022 to be carbon neutral by 2050 and established a new long-term environmental target with 2050 as the year of achievement. With the achievement of carbon neutrality as its top priority, the Group is actively promoting climate change countermeasures, such as energy conservation activities, switching to electricity derived from renewable energy, and reducing emissions of PFCs* (perfluorocarbons). At the same time, in June 2022, the Group revised its three-year and medium-term environmental targets for reducing greenhouse gas emissions.

* PFCs: Fluorinated greenhouse gases used in dry etching and other processes in semiconductor

■ The Medium-term Environmental Targets

The Nisshinbo Group positioned the environmental target, which is to be achieved by FY2030, as the medium-term environmental target and will work together as a company to achieve the targets for the four items shown in the table below by expanding sales of "products that contribute to a sustainable society" including those that contribute to reducing greenhouse gas emissions throughout the supply chain as the top target.

* Within all products, the Group identifies "products that contribute to a sustainable society."



■ The Three-Year Environmental Targets

The Nisshinbo Group is developing activities to achieve the target for the following eight items, including the above four items, with the environmental target as the fifth three-year environmental target, which will be achieved in FY2024. The four items that are also included in the mid-term environmental goals are positioned as milestones in the mid-term targets. The Fifth Three-Year Environmental Targets are included in the Fifth Sustainability Promotion Plan.

Sustainability Promotion Plan and KPIs

FY2023 Results and Assessment of the 5th Three-Year Environmental Targets

Key Action Items	The 5th Three-Year Environmental Targets	Result as of FY2023
Improvement of the sales percentage by the products that contribute to the development of the sustainable society	60% or more of total sales	53% of total sales
Reduction of greenhouse gas*1 emissions	Reduce by 35% or more compared to FY2014	Reduced by 46% compared to FY2014
Reinforcement of the maintenance of biodiversity	Activities in Japan and overseas at more than 5 new sites	Active at 3 sites*2 (cumulative since FY2022)
Reduction of water usage per unit of sales	Reduce by 65% or more compared to FY2014	Reduced by 78% compared to FY2014
Promote Life Cycle Assessment*3 (LCA)	60% or more of total sales	60% of total sales
Reduction of the energy consumption per unit of sales	Reduce by 15% or more compared to FY2014	Reduced by 24% compared to FY2014
Reduction of the volume of PRTR substances*4 emissions per unit of sales	Reduce by 30% or more compared to FY2014	Reduced by 38% compared to FY2014
Improvement of recycling rate	Increase the recycling rate to 90% or more	88%

Because of the transfer of all shares of TMD FRICTION GROUP S.A. (TMD), a subsidiary in the Automobile Brakes business, on November 30, 2023, and for other factors, TMD and 21 other companies were excluded from the scope of consolidation. Therefore, TMD and 21 other companies are included in the data until November 2023.

On December 27, 2023, HVJ Holdings, Inc. and its subsidiary Hitachi Kokusai Electric Inc. and 7 other companies were included in the scope of consolidation, but are not included in the data for FY2023.

- *1 The Greenhouse Gas Emissions
- · Scope1:

Energy related Greenhouse Gas Emissions = Σ [Fuel Consumption × CO₂ Emission Factor*1-1]

Non-Energy related Greenhouse Gas Emissions = Non-Energy related CO2 Emissions + Σ [Greenhouse Gas Emissions other than CO2 \times Global Warming Potential*1-2]

- *1-1 Emission factors based on the Act on Promotion of Global Warming Countermeasures are used. Coal, however, uses a factor calculated based on actual calorific values, which is 1.870 t-CO₂/t in FY2023.
- *1-2 Global warming potential based on the Act on Promotion of Global Warming Countermeasures.
- · Scope2

Energy related Greenhouse Gas emissions = Σ [purchased electricity and purchased steam volume x CO₂ emission factor*1-3]

- *1-3 Purchased electricity uses, in Japan, adjusted emission factors for each electric company based on the Act on Promotion of Global Warming Countermeasures, and the in foreign countries, the emission factors for each electric company, and if unavailable, country-specific emission factors published in the relevant year of IEA Emissions Factors. Data for FY2021 and earlier use country-specific emission factors for each year from "IEA Emissions Factors 2021". For purchased steam, the emission factor calculated by the purchasing company (0.0583 t-CO₂/GJ in FY2023) is used.
- *1-4 For purchased electricity, alternative emission factors by electric power supplier were used until FY2020 based on the Act on Promotion of Global Warming Countermeasures. For data for past fiscal years after FY2014, greenhouse gas emissions were retroactively adjusted using the emission factors in *1-3 above.
- *2 FY2023 Activities started: Ueda Japan Radio Co., Ltd. (Japan).
- *3 Life cycle assessment (LCA): Understanding of environmental load, through the life cycle of a product, from raw materials, to production, use, and finally to disposal.
- *4 PRTR substances: Substances subject to the Pollutant Release and Transfer Register (PRTR) system pursuant to the "Act on the Confirmation, etc. of Release Amounts of Specific Chemical Substances in the Environment and Promotion of Improvements to the Management Thereof" and reports of their amounts of release and transfer must be filed.

The Nisshinbo Group conducted an assessment of its activities in FY2023 with regard to its Three-Year Environmental Targets (to be achieved by FY2024). All eight of the Group's measures are making steady progress, and five of them are on track to achieve their targets for FY2024.

Sales of "the products that contribute to the development of sustainable society" are growing steadily, accounting for 53% of the Group's FY2023 sales. The breakdown is as follows: friction materials compliant with copper and antimony regulations 1 in the Automobile Brakes business account for 19%, semiconductor products (contributing to energy saving and smaller chip size in electrical appliances) in the Micro Devices business account for 9%, non-iron shirts in the Textiles business account for 3%, disaster prevention and mitigation-related products in the Wireless and Communications business account for 2%, and others account for 19%.

Greenhouse gas emissions in FY2023 were 46% lower than in FY2014, the target level for FY2024 has been reached. The percentage of electricity used by the Group derived from renewable energy sources increased to 21% (compared to 8% in the previous fiscal year) as a result of the expansion of solar power generation facilities in Japan and overseas and the switch to renewable energy-derived electricity for purchased electricity. In addition, the installation of additional perfluorocarbon (PFC) and other gas abatement equipment in the Micro Devices business and the switch to insulation foaming agents in the chemicals business resulted in a decrease in emissions.

In the enhancement of biodiversity conservation activities, in FY2023, Nisshinbo Group registered the maintenance of forests and satoyama in consideration of biodiversity by the Nigiyaka na Mori Project of the Kamiko Forest Certification Council in which Ueda Japan Radio Co., Ltd. and other segments are also considering the details of new activities to be determined.

In FY2023, water consumption per sales was reduced by 78% compared to FY2014, the target level for FY2024 has been reached. Measures to reduce water consumption in the textile business, which uses a large amount of water, are making a significant contribution. Other segments are also making steady progress in water conservation activities.

In terms of the Life Cycle Assessment (LCA) promotion target, this represents 60% of the Group's FY2023 sales, and the scope of activities will be expanded to achieve the FY2024 target. In FY2023, LCA implementation was newly completed for ring yarn (general staple spun yarn) in the Textiles business and fuel cell separators in the Chemicals business, and the implementation rate is improving.

Energy used in FY2023 per sales was reduced by 24% from FY2014, achieving the FY2024 target ahead of schedule. In the textile business, the fact that PT. Nikawa Textile Industry stopped using coal boilers to generate electricity as of November 2021 made a significant contribution. In FY2023, the Group's energy use and energy use per sales decreased further because of production cuts in the Textiles and other businesses.

In FY2023, emissions of PRTR substances per sales were reduced by 38% compared to FY2014, the target level for FY2024 has been reached. Nanbu Plastics Co., Ltd. Susono Plant in the Precision Instruments business reduced the amount of paint through various improvement activities, such as standardization of paint conditions and digital setting of paint application flow rates, but emissions of PRTR substances into the environment increased due to changes and additions to the substances covered by the PRTR system as a result of the revision of the Chemical Substances Control Law*2.

In terms of the target for improving the recycling rate, the Group as a whole achieved 88% in FY2023. The treatment of friction material polishing powder in the automobile Automobile Brakes business is an issue, and Nisshinbo Group will promote the study of reuse methods and recycling destinations to achieve its goal.

- *1 Copper and antimony regulations: Laws of and regulations Japan and overseas that restrict the use of copper and antimony, which are considered highly toxic when released into the
- *2 Chemical Substances Control Law: Law Concerning Reporting, etc. of Releases to the Environment of Specific Chemical Substances and Promoting Improvements in Their Management

The Status of Environmental Management System

As of the end of December 2023, 40 sites were certified in accordance with ISO 14001.

Organizations with ISO 14001 Certification (As of December 31, 2023)

In Japan (23 group companies)

Nisshinbo Holdings Inc.	NISSHINTOA IWAO INC.
Japan Radio Co., Ltd.	JRC Tokki Co., Ltd.
Japan Radio Glass Co., Ltd.	Nagano Japan Radio Co., Ltd.
JRC Logistics Service Co., Ltd.	Nagano Japan Radio Manufacturing Co., Ltd.
NJ Components Co., Ltd.	Ueda Japan Radio Co., Ltd.
JRC Mobility Inc.	Nisshinbo Micro Devices Inc.
Nisshinbo Micro Devices AT Co., Ltd.	Nisshinbo Micro Devices Fukuoka Co., Ltd
Nisshinbo Brake Inc.	Nisshinbo Mechatronics Inc.
Nisshinbo Precision Instrument & Machinery Hiroshima Corp.	Nanbu Plastics Co., Ltd.
Kyushu Nanbu Plastics Co., Ltd.	Excel Tokai Co., Ltd.
Nisshinbo Chemical Inc.	Nisshin Environmental Planning Inc.
Nisshinbo Textile Inc.	

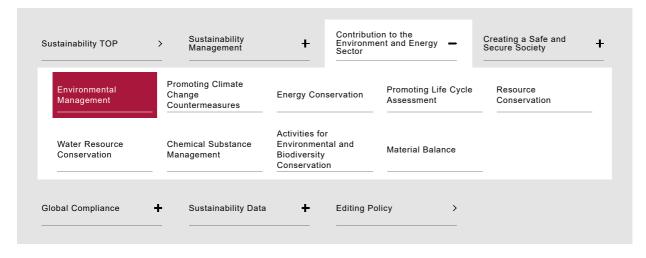
In Overseas (17 group companies)

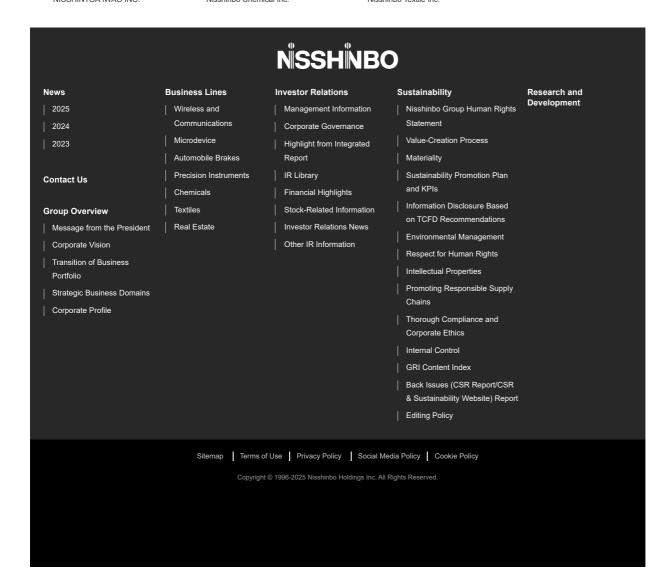
Shenzhen NJRC Technology Co., Ltd. (China)	Nisshinbo Micro Devices (Thailand) Co., Ltd. (Thailand)
Nisshinbo Automotive Manufacturing Inc. (The United States)	Nisshinbo Somboon Automotive Co., Ltd. (Thailand)
Saeron Automotive Corporation (Republic of Korea)	Nisshinbo Saeron (Changshu) Automotive Co., Ltd. (China)
Saeron Automotive (Yantai) Co., Ltd. (China)	Nisshinbo Mechatronics (Shanghai) Co., Ltd. (China)
Nisshinbo Mechatronics (Thailand) Ltd. (Thailand)	Nisshinbo-Continental Precision Machining (Yangzhou) Co., Ltd. (China)
Nisshinbo Mechatronics India Private Limited (India)	Toms Manufacturing Corporation (Philippines)
PT. Standard Indonesia Industry (Indonesia)	PT. Nikawa Textile Industry (Indonesia)
PT. Nisshinbo Indonesia (Indonesia)	Nisshinbo Do Brasil Industria Textil LTDA. (Brazil)
PT. Naigai Shirts Indonesia (Indonesia)	

Activities to raise awareness of the SDGs through environmental news

The Nisshinbo Group publishes environmental news four times a year to disseminate environment-related information to the Group companies in Japan. By explaining the relationship between environmental activities conducted by the Group and the SDGs, the Nisshinbo Group is promoting activities to raise awareness of the SDGs.







Research & Development

+ Sustainability > Contribution to the Environment and Energy Sector > Promoting Climate Change Countermeasures

Promoting Climate Change Countermeasures



Basic Concept

The Nisshinbo Group's Business Conduct Guidelines include Awareness and Concern towards its environmental impact. The Group is committed to reducing greenhouse gas emissions and providing decarbonized technologies, products, and services to faithfully realize a safe and secure society for all people. The Group manages key performance indicators (KPIs) as part of the systematic measures to achieve its environmental targets for reducing greenhouse gas emissions*1 and expanding sales of products that contribute to a sustainable society.

[Main measures]

- ① The Group is advancing reduction of greenhouse gas emissions through ISO 14001 activities
- ② The Group is advancing activities to reduce Scope1 (in-house emissions) and Scope2 (off-site emissions of electricity, etc.) at manufacturing sites, and to establish environmentally friendly facilities
- 3 The Group is promoting new solar power generation facilities and switch to electricity derived from renewable energy sources.
- ④ In the Wireless and Communications business, the Group is offering products for adaptation to climate change. These include dam and river management systems to prevent flooding damage and disaster prevention notification and communication systems to protect local residents in the event of a disaster.
- (§) In the Micro Devices business, the Group is expanding equipment to reduce the emissions of PFCs gas *2 from semiconductor production facilities.
- ⑥ The Group is developing, manufacturing and sell ingseparator materials, core components of the fuel cells that contribute to the development of a hydrogen-based society, in the Chemicals business.
- *1 Greenhouse gas emissions are targeted by Scope1+Scope2
- *2 PFCs: Fluorinated greenhouse gases used in dry etching and other processes in semiconductor manufacturing
 - ▶ Sustainability Promotion Plan and KPIs

Please refer to "Promotion System" in "Environmental Management" for the promotion system.

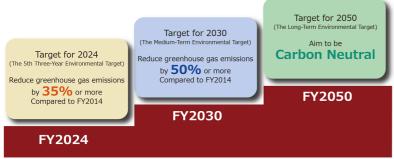
▶ Promotion System

Specific Initiatives of The Nisshinbo Group

Greenhouse Gas Emissions Reduction Targets

The Nisshinbo Group aims to capture climate change-related business opportunities and reduce risks. In order to reduce climate-related risks, the Group declared in June 2022 to be carbon neutral by 2050 and have set a new long-term environmental target with 2050 as the year of achievement. With the achievement of carbon neutrality as its top priority, the Group actively promoting climate change countermeasures such as energy conservation activities, switching to electricity derived from renewable energy, and reducing emissions of PFCs (perfluorocarbons).

The Nisshinbo Group's Greenhouse Gas Emissions Reduction Targets



Please refer to "Environmental Management" for The Group's Environmental Targets and "Material Balance" for business activities and environmental impacts.

Outline of TCFD Response

Climate change is a global challenge for all countries and regions, and the reduction of greenhouse gases is a global long-term target. The Nisshinbo Group believes that it is crucial to incorporate business opportunities caused by climate change and appropriately respond to risks. Accordingly, in FY2021 the Group began analyzing climate change scenarios in accordance with the recommendations of the Task Force on Climate-related Financial Disclosure (TCFD)*1. In June 2022, the company expressed its agreement to the TCFD recommendations.

Since the Nisshinbo Group has a wide range of businesses, a climate change scenario analysis was conducted in stages starting in FY2021, and an analysis of the Group's major businesses was completed*2 in FY2023.

In FY2021, the Group targeted the Solutions business in the Wireless and Communications business, the Automobile Brakes business, and the Chemicals business that are expected to have a large risk/opportunity impact. In FY2022, the analysis was conducted in major businesses with production activities by covering the Marine System, ICT/Mechatronics, and Mobility business in the Wireless and Communications business, the Micro Devices business, the Precision Instruments business, and the Textiles business. For FY2023, the scope of the program includes Medical Equipment business in the Wireless and Communications business, Real Estate business, and Other businesses, as well as initiatives in the Business Development Division. Through climate change scenario analyses, the Group will identify the risks and opportunities that climate change may pose to the business in future, develop more flexible and robust strategies by leveraging the opportunities in the development of business strategies, and increase the resilience against future risks.

Please refer to "Disclosure Based on TCFD Recommendations" for the results of climate change scenario analyses.

- *1 TCFD: The Task Force on Climate-related Financial Disclosure established by the Financial Stability Board (FSB)
- *2 Excluding Hitachi Kokusai Electric Inc., which became a subsidiary of the Nisshinbo Holdings Inc. in December 2023
 - Information Disclosure Based on TCFD Recommendations

Independent Practitioner's Assurance of Environmental Data

The Nisshinbo Group obtained independent practitioner's assurance from Deloitte Tohmatsu Sustainability Co., Ltd. in its Nisshinbo Group Greenhouse Gas Emissions Data 2023 in the Japanese version to improve the reliability of its Greenhouse Gas Emissions (Scope1, Scope2) environmental performance data.

Nisshinbo Group Greenhouse Gas Emissions Data 2023

Greenhouse Gas Emissions

The Nisshinbo Group's greenhouse gas emissions (Scope1 + Scope2) in FY2023 were 368.5 thousand t-CO2e, down 16% from the previous fiscal year's greenhouse gas emissions.

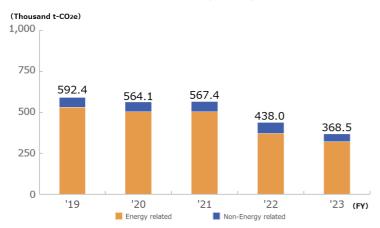
PT. Nikawa Textile Industry (Indonesia), Textiles business, has stopped using coal boilers and eliminated the use of coal as of November 2021, and three bases in Indonesia, including the company, gradually switched all electricity purchases to electricity derived from renewable energy sources, such as geothermal power, from mid-2022. As a result of these and other factors, the Group's energy-related greenhouse gas emissions have been significantly reduced as of 2022. The expansion of solar power generation facilities in Japan and overseas and the switch to electricity derived from renewable energy sources for purchased electricity increased the share of electricity used by the Group from renewable energy sources to 21% (8% in the previous year), which further reduced greenhouse gas emissions in FY2023.

Perfluorocarbons (PFCs) composed 81% of non-energy related greenhouse gas emissions. The PFCs emissions were mainly from the semiconductor product manufacturing process in the Micro Devices business. Emissions decreased from previous fiscal year levels from the installation of additional PFCs abatement equipment and a decrease in production volume due to sluggish demand for semiconductors.

The Nisshinbo Group's actual greenhouse gas emissions (Scope 3) in FY2023 were approximately 1,915 thousand t-CO₂e, up 19% from the previous fiscal year's greenhouse gas emissions. The increase was mainly due to improved statistical accuracy at overseas sites. Please refer to "Environmental Data" in

▶ Environmental Data

Trends in Greenhouse Gas Emissions (Scope1+Scope2)



- *1 Because of the transfer of all shares of TMD FRICTION GROUP S.A. (TMD), a subsidiary in the Automobile Brakes business, on November 30, 2023, and for other factors, TMD and 21 other companies were excluded from the scope of consolidation. Therefore, TMD and 21 other companies are included in the data until November 2023.
- *2 On December 27, 2023, HVJ Holdings, Inc. and its subsidiary Hitachi Kokusai Electric Inc. and 7 other companies were included in the scope of consolidation, but are not included in the data for FY2023.

Greenhouse Gas Emissions by Scope (Scope1+Scope2)

(Thousand t-CO2e)

			2019	2020	2021	2022	2023
		(Energy related + Non-Energy related)	243.8	246.7	237.9	134.6	109.3
<u>o</u>	Scope1	(Energy related)	183.1	187.7	173.7	66.7	63.4
Greenhouse Gas		(Non-Energy related)	60.7	59.0	64.2	67.9	45.9
lse Gas	Scope2	(Energy related)	348.6	317.4	329.4	303.4	259.2
Emissions	Scope1	(Energy related + Non-Energy related)	592.4	564.1	567.4	438.0	368.5*
Scope2	(Energy related)	531.7	505.1	503.1	370.2	322.7	

- * Data on greenhouse gas emissions (Scope1+Scope2) are assured by a third party (Deloitte Tohmatsu Sustainability Co., Ltd.).
 - ▶ Nisshinbo Group Greenhouse Gas Emissions Data 2023

[Calculation method]

· Scope1:

Energy related Greenhouse Gas Emissions = Σ [Fuel Consumption × CO₂ Emission Factor^{*1}]

Non-Energy related Greenhouse Gas Emissions = Non-Energy related CO₂ Emissions + Σ [Greenhouse Gas Emissions other than CO₂ × Global Warming Potential +2]

- *1 Emission factors based on the Act on Promotion of Global Warming Countermeasures are used. Coal, however, uses a factor calculated based on actual calorific values, which is 1.870 t-CO2/t in FY2023.
- *2 Global warming potential based on the Act on Promotion of Global Warming Countermeasures.
- · Scope2:

Energy related Greenhouse Gas emissions = Σ [purchased electricity and purchased steam volume x CO₂ emission factor*3]

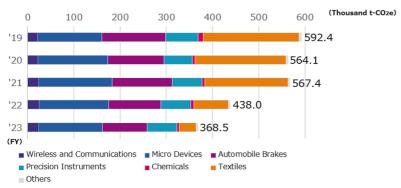
*3 Purchased electricity uses, in Japan, adjusted emission factors for each electric company based on the Act on Promotion of Global Warming Countermeasures, and in foreign countries, the emission factors for each electric company, and if unavailable, the relevant year country-specific emission data of IEA Emissions Factors. Data for FY2021 and earlier use country-specific emission factors for each year from "IEA Emissions Factors 2021". For purchased steam, the emission factor calculated by the purchasing company (0.0583 t-CO₂/GJ in FY2023) is used.

In FY2023, a total of 98 companies, including Nisshinbo Holdings Inc. and 97 consolidated subsidiaries, were counted.

As stated in *1*2 of the Greenhouse Gas Emissions Trends, the number of subsidiaries includes TMD and 21 other companies and does not include HVJ Holding, Inc., and Hitachi Kokusai Electric Inc. and 7 other companies, which are subsidiaries of HVJ Holdings, Inc.

In greenhouse gas emissions by business, the Micro Devices business accounted for 37% of total emissions. This was followed by the Automobile Brakes business, which accounted for 26%.

Greenhouse Gas Emissions by Business (Scope1+Scope2)

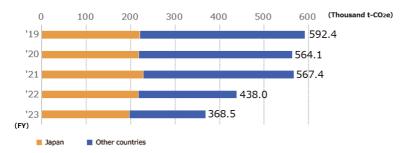


- *1 TMD FRICTION GROUP S.A. ("TMD") and 21 other companies were excluded from the scope of consolidation due to the transfer of all shares of TMD, a subsidiary in the Automobile Brakes business, on November 30, 2023. Therefore, TMD and 21 other companies are included in the data until November 2023.
- *2 On December 27, 2023, HVJ Holdings, Inc. and Hitachi Kokusai Electric Inc. which is a subsidiary of HVJ Holdings, Inc. and seven other companies were included in the scope of consolidation, but are not included in the data for FY2023.

▶ Environmental Data

Of the Nisshinbo Group's greenhouse gas emissions, the proportion in Japan accounts for 53%.

Greenhouse Gas Emissions in Japan and Overseas (Scope1+Scope2)



- *1 TMD FRICTION GROUP S.A. ("TMD") and 21 other companies were excluded from the scope of consolidation due to the transfer of all shares of TMD, a subsidiary in the Automobile Brakes business, on November 30, 2023. Therefore, TMD and 21 other companies are included in the data until November 2023.
- *2 On December 27, 2023, HVJ Holdings, Inc. and Hitachi Kokusai Electric Inc. which is a subsidiary of HVJ Holdings, Inc. and seven other companies were included in the scope of consolidation, but are not included in the data for FY2023.

▶ Environmental Data

Renewable Energy

The Nisshinbo Group promotes the use of renewable energy, and in FY2023, 21% of the electricity used by the Group was derived from renewable energy.

■ Solar Power Generation (excluding PPA)

Solar power generation equipment installed by the Nisshinbo Group remained steady, generating 7.1 thousand MWh of power in FY2023.

Installation site	Generation capacity (kW)	Year operation commenced	Use
Nisshinbo Mechatronics Inc. Miai Machinery Plant	430	2010	Self-consumption
Nisshinbo Chemical Inc. Chiba Plant	150	2011	Electric power sales, Self-consumption

Installation site	Generation capacity (kW)	Year operation commenced	Use
Nisshinbo Brake Inc. Tatebayashi Plant	300	2011	Self-consumption
Nagano Japan Radio Co., Ltd. Head Office & Factory	110	2013	Electric power sales
Nisshinbo Holdings Inc. Tokushima Plant	1,768	2013	Electric power sales
Nisshinbo Precision Instrument & Machinery Hiroshima Corp.	1,020	2015	Electric power sales
Nisshinbo Micro Device Inc. Kawagoe Works	19	2018	Self-consumption
Nisshinbo Micro Devices (Thailand) Co.,Ltd.	1,524	2022	Self-consumption
Total	5,321		

■ Purchase of Electricity Derived from Renewable Energy

The Nisshinbo Group is promoting the switch to electricity derived from renewable energy, and purchased approximately 154.4 thousand MWh of electricity derived from renewable energy in FY2023.

Nisshinbo Holdings Inc., Head Office, purchases electricity derived from hydroelectric and solar power generation; and Japan Radio Co., Ltd. Nagano Plant, Ueda Logistics Center, Nagano Japan Radio Co., Ltd. Head Office & Factory, Ueda Japan Radio Co., Ltd. Head Office & Main Factory in the Wireless and Communications business purchase green power derived from hydroelectric power generation; and Nisshinbo Brake Inc. Tatebayashi Plant, Nisshinbo Somboon Automotive Co., Ltd., Nisshinbo Automotive Manufacturing Inc. in the Automobile Brakes business purchase electricity derived from solar power generation; and PT. Nikawa Textile Industry, PT. Nisshinbo Indonesia and PT. Naigai Shirts Indonesia in Textiles businesses purchase electricity derived from geothermal power generation.

Purchased Electricity from Renewable Energy Sources by Major Business Sites (FY2023)

Segment	Company / Plant	Retailer	Category	Purchase Amount (MWh)
Wireless and Communications	Japan Radio Co., Ltd. Nagano Plant	Chubu Electric Power Miraiz Company, Incorporated	Hydroelectric power	1,350
Wireless and Communications	Japan Radio Co., Ltd. Ueda Logistics Center	Chubu Electric Power Miraiz Company, Incorporated	Hydroelectric power	1,350
Wireless and Communications	Nagano Japan Radio Co., Ltd. Head Office & Factory	Chubu Electric Power Miraiz Company, Incorporated	Hydroelectric power	360
Wireless and Communications	Ueda Japan Radio Co., Ltd. Head Office & Main Factory	Chubu Electric Power Miraiz Company, Incorporated	Hydroelectric power	198
Automobile Brakes	Nisshinbo Brake Inc. Tatebayashi Plant	West Holdings Corporation	Solar power by PPA*	934
Automobile Brakes	Nisshinbo Automotive Manufacturing Inc.	Sterling Planet	Solar power	923
Automobile Brakes	Nisshinbo Somboon Automotive Co.,Ltd.	WEST International (Thailand) Co.,Ltd.	Solar power by PPA*	1,592
Textiles	PT. Nisshinbo Indonesia	PT Perusahaan Listrik Negara (Persero) ("PLN")	Geothermal power	11,166
Textiles	PT. Nikawa Textile Industry	PT Perusahaan Listrik Negara (Persero) ("PLN")	Geothermal power	69,239
Textiles	PT. Naigai Shirts Indonesia	PT Perusahaan Listrik Negara (Persero) ("PLN")	Geothermal power	1,955

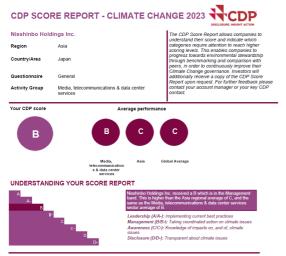
Segment	Company / Plant	Retailer	Category	Purchase Amount (MWh)
Nisshinbo Holdings Inc. and others	Nisshinbo Holdings Inc. Head Office	TEPCO Energy Partner, Incorporated	Hydroelectric power	832

^{*} PPA: Abbreviation for Power Purchase Agreement.

Environmental Data

CDP Climate Change 2023 Assessment

The CDP is an international NGO working in the environmental field. The CDP surveys more than 23,000 companies worldwide and assigns scores from A to D in more than 1,100 cities, states, and regions to assess how companies effectively responds to the issues of climate change, deforestation, and water security. The Nisshinbo Group received a B rating in Climate Change 2023.



CDP climate change 2023 assessment

Selected as a "Zero Emissions Challenge Company" by METI

The following initiatives were highly evaluated, and each of the initiatives has been selected as Zero Emissions Challenge Companies by the Ministry of Economy, Trade and Industry of Japan: Technology Development Project for Social Implementation of Marine Biodegradable Plastics by Nisshinbo Holdings Inc.; Project for Realization of Energy-Saving Society with Robots and Drones by Japan Radio Co. Ltd.; and Industry-Academia-Government Collaboration Problem-solving Research and Development Project about Advancement of Fuel Cells, etc. Technologies and Utilization Project by Nisshinbo Chemical Inc.

In collaboration with Keidanren, the New Energy and Industrial Technology Development Organization (NEDO), and the Ministry of Agriculture, Forestry and Fisheries (MAFF), METI is working on the Zero Emissions Challenge project, which lists the companies that are accepting the challenge of innovation aimed at achieving 2050 carbon neutrality and which provides investors with useful information.

In cooperation with the Federation of Keidanren, NEDO and MAFF, METI has positioned the company as a Zero Emi Challenge Company to accept the challenge of innovation efforts in order to achieve a decarbonization society. METI announced the TCFD Summit 2021 in October 2021 as a second issue following 2020.

The list of companies covers programs run by METI and MAFF tied to the Zero Emission Innovation Strategy, and 45 projects run by NEDO. A total of approximately 600 companies that agreed to the aims of the Zero Emi Challenge are listed.



ZERO EMISSIONS CHALLENGE

Participation in Keidanren's Challenge Zero

The Nisshinbo Group participates Challenge Zero (Challengenet Zero Carbon Innovation), a project led by the Federation of the Japanese Economic Organization (hereinafter referred to as the "Keidanren"), participates.

Challenge Zero is a new initiative in which the Keidanren, in cooperation with the Japanese government, strongly promotes and publicizes innovative action by companies and organizations in Japan and overseas that are tackling the challenge of realizing a "decarbonizing society". This initiative positions the aims of the International Framework for Climate Change Control, known as the Paris Agreement, as a long-term goal.

In light of the goal of Challenge Zero, Nisshinbo Holdings Inc. will promote the creation of innovation in order to reduce greenhouse gases and contribute to the realization of a carbon-free society through its business activities.

Keidanren's official "Challenge Zero" website https://www.challenge-zero.jp/en/

View case studies of the Group's efforts to realize a decarbonizing society is presented.



Challenge Zero

Specific Activities of the Group Companies

Telemetering Station System Utilizing Solar Cells

The telemetering system of Japan Radio Co., Ltd. measures water levels, precipitation, and other data on the natural environment of dams and rivers and automatically collects this information via wireless lines. This information is used for river management, which is important for environmental conservation, such as disaster prevention and the efficient use of water resources.

Telemetering systems consist of observation stations that collect and transmit data, monitoring stations that receive and aggregate transmitted data, and satellite stations that relay data to locations that cannot be reached directly by radio. For observation and satellite stations, especially in mountainous areas where commercial power sources are not available, Japan Radio offers environmentally friendly products that generate power from solar cells. The estimated 10-year reduction in greenhouse gas emissions for the facility currently in operation, calculated based on actual shipments, is approximately 144 t-CO₂ (10,296 cedar trees). This facility is a critical infrastructure facility, yet it is also environmentally friendly and allows for the collection of important data for river management.



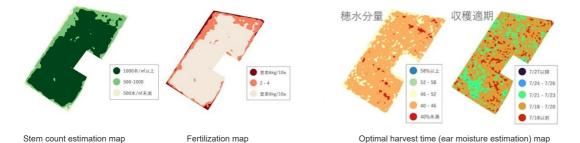
Schematic diagram of telemetering system

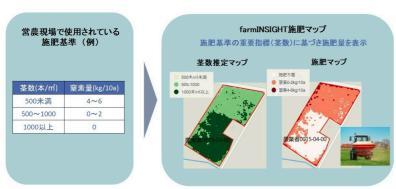
Stem Count, Ear Water Content, and Fertilizer Application Mapping Services for Wheat Fields

Japan Radio Co., Ltd. launched farmINSIGHT, a farm management support service using satellite data in March 2024.

This service uses proprietary AI technology to visualize growth indicators (e.g., number of stalks and ear moisture content) for fall-sown wheat. This enables farmers to accurately grasp the growth conditions and take the appropriate action in accordance with the farmer's guide. Using the stem number map and fertilizer application map, farmers can apply fertilizer according to fertilizer standards, which is expected to reduce the amount of fertilizer applied and increase the yield. In addition, by using the ear moisture content map and the optimal harvest time map, farmers will be able to plan for the optimal use of combine harvesters, which is expected to increase utilization and reduce fuel consumption. This approach is expected to have the following effects from a sustainability perspective:

- ① Stabilization of wheat yield: Contribution to stable food supply
- ② Reduction of chemical fertilizers: Reduction of environmental impact on farm fields
- ③ Improved combine operation rate: Reduction of CO₂ emissions





Farm management support service farmINSIGHT

Introduction of Shinshu Green Denki

Japan Radio Co., Ltd., Nagano Plant, Nagano Japan Radio Co., Ltd., Head Office & Factory, and Ueda Japan Radio Co., Ltd., Head Office & Main Factory in the Wireless and Communications business have begun purchasing electricity from Chubu Electric Power Miraiz Company, Incorporated, as part of the electricity used at the Nagano Plants from April 2023. This electricity system includes the electricity produced at a hydroelectric power plant operated by the Nagano Prefecture Public Enterprise Bureau, and Shinshu Green Denki (CO2-free electricity), which is utilizing non-fossil certificates derived from the power plant.

Shinshu Green Denki is an earth-conscious, locally produced, locally consumed electricity that comes from the abundant water sources in Shinshu, including the Sai-gawa, Chikuma-gawa, and Kiso-gawa rivers that run through Nagano Prefecture. The Wireless and Communications Group purchased 1,908 MWh of non-fossil certificates (1,350 MWh from Japan Radio Co., Ltd., 360 MWh from Nagano Japan Radio Co., Ltd., and 198 MWh from Ueda Japan Radio Co., Ltd.) in the nine months from April to December 2023. This is equivalent to 875 t-CO2 emissions* in terms of greenhouse gases.

* Calculated using Chubu Electric Power Miraiz Company Incorporated's emission factor published by the Ministry of the Environment on December 22, 2023.



Purchase agreement certificate of the Shinshu Green Denki

Introduction of Hybrid Power Generation Facility

Asashina Nichimu Co., Ltd. installed a hybrid renewable energy generation facility capable of generating both wind and solar power in September 2023.

Wind and solar power are used during the day, and wind power is used at night with a maximum generation of 200 Wh from wind and 220 Wh from solar power. Electricity stored in storage batteries is used to light the company name signboard at night using LEDs. The facility also possesses a 100 V outlet, which can be used for nighttime lighting or in emergencies such as power outages. In addition, the facility can charge approximately 250 smartphones and is

being considered for opening to local residents in the event of a disaster. The company believes that by installing this facility, they can appeal to the public as an environmentally conscious company and also contribute to the local community.

This time, the company has reduced CO₂ emissions by creating renewable energy through power generation facilities that take advantage of the windy climate characteristics of the Asashina region, and they will continue to promote measures to combat climate change on an ongoing basis, including the installation of new lightweight solar panels.



Hybrid renewable energy generation facilities

Reduction of Greenhouse Gas Emissions by Installing Abatement Equipment

Nisshinbo Micro Device Inc. Yashiro Plant has installed PFCs abatement system*. This important system thermally decomposes PFCs (SF₆, C₂F₆, C₄F₈, NF₃, etc.) generated in the semiconductor wafer manufacturing process, which cause global warming, to reduce emissions of greenhouse gases that contribute to global warming.

The introduction of this system will reduce the company's annual emissions of non-energy origin greenhouse gases by 7,229 t-CO2 per year (15% of the FY2022 level).

* The PFCs abatement system uses a plasma system that decomposes and treats PFCs using ultra-high-temperature (nearly 2,000°C) plasma heat. Nitrogen gas is introduced in the plasma torch to generate high-temperature plasma, which decomposes persistent PFCs (process gas).

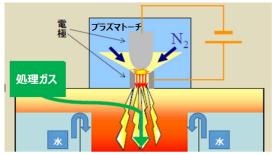


Image of PFC gas decomposition by the plasma method

Measures to Reduce Greenhouse Gas Emissions

Nisshinbo Micro Devices Fukuoka Co., Ltd. has set a target to reduce greenhouse gas emissions by 30% or more from the FY2014 emissions level of 45,564 t-CO2/year by the end of FY2023. In FY2023, the following measures were mainly implemented:

- ① Installed and began operation of second PFCs abatement system
 - The company has begun taking countermeasures against the gas (C₃F₈: 8,830), which is used frequently and has a high global warming potential (GWP), by installing a detoxification system.
- ② Extract production facilities that will not contribute to production because of a decrease in production volume from June 2023 onward and will implement power-saving shutdowns to curb unnecessary power consumption.
- $\ \, \textbf{③} \,\, \textbf{Introduction of next-generation environmentally friendly non-CFC inverter turbo chillers}^{\star} \, \textbf{begin operation}.$
- *Facilities using non-CFC refrigerants (1233zd(E), GWP factor 1)

In FY2023, total emissions were 24,771 t-CO $_2$ /year, a 46% reduction (20,793 t-CO $_2$ /year), and the target was achieved, despite a decrease in the use of C $_3$ F $_8$ gas and other gases due to lower production volumes since June. Compared to FY2022, this has resulted in a 25% reduction or 8,301 t-CO $_2$ /year.

The company will continue its activities to achieve the Nisshinbo Group's Three-Year Environmental Targets (reduction of 35% or more from the FY2014 level by FY2024).



PFCs abatement system

Expansion of Solar Power Generation Equipment

In December 2022, Nisshinbo Brake Inc. Tatebayashi Plant added a 500 kW solar power generation equipment to the roofs of its plant and distribution center buildings. Therefore, together with the 300 kW solar power generation equipment installed in September 2011, a total of 800 kW of electricity can now be generated by the solar power generation equipment. The solar power generation equipment generated approximately 1,280 MWh of electricity in FY2023. This amount of power generation accounted for approximately 4% of the electricity used at the Tatebayashi Plant, resulting in a reduction of approximately 518 t-CO₂ in terms of CO₂ emissions.

The company is considering adding more solar power generation equipment and hopes to replace about 10% of the electricity used at the Tatebayashi Plant in the future with renewable energy.



Solar power generation equipment

Renewal of Heat Transfer Boiler

At the Nisshinbo Chemical Inc. Tokushima Plant, a chemical reaction is accelerated in the manufacturing process of the resin additive CARBODILITETM by heating a reaction vessel with a heat medium. Oil is used as the heating medium and is heated and circulated by the boiler to heat the reaction vessel. Previously, only one kerosene-fired boiler was in operation, but two high-efficiency city gas-fired boilers were installed to continue operations and reduce the environmental impact.

This has reduced the risk of shutdowns in the event of equipment failure. Furthermore, the introduction of boilers with reduced combustion capacity per unit has resulted in the exclusion of smoke-generating facilities. In addition, city gas contains almost no sulfur oxides, reducing the environmental impact. High-efficiency city gas-fired boilers offer high boiler efficiency thanks to a system that uses exhaust gas to preheat the introduced air during combustion, and the change of fuel from kerosene to city gas has also contributed to CO₂ reduction. The reduction was approximately 42% (63 t-CO₂) from the FY2022 level based on the actual results for 2023.



High-efficiency city gas-fired boiler

Non-CFC Urethane Products

Nisshinbo Chemical Inc.'s non-CFC urethane products are environmentally friendly rigid urethane that uses carbon dioxide gas generated by a special reaction of isocyanates as a foaming agent and do not use CFCs at all. The company sells its products in various forms and specifications, including processed products and undiluted solutions in response to customer requests.

Processed products are used as tank components for LNG, which is considered a clean energy source, and undiluted solution is used for insulation panels, commercial refrigerators, and heat insulators for homes, contributing to global environmental conservation as an eco-friendly, energy-saving material.

Examples of applications are as follows:

- ① Cold chain related (refrigerated vessels, refrigerated/chiller trucks, refrigerated/chill storage, etc.)
- ② Plant and transportation (LNG/LPG tanks, liquefied gas tankers, beer tanks, etc.)
- ③ Housing and construction (RC and wooden houses, exterior siding, bathtubs, etc.)
- ④ Civil engineering (backfilling of tunnels, repair of leaks in concrete structures, etc.)
- ⑤ Others (sporting goods, automobile-related, modeling, beauty and hairdressing wigs, etc.)

Upgrading to Non-CFC Refrigeration Equipment

Nisshinbo Do Brasil Industria Textil LTDA. in Brazil uses refrigeration equipment with R22 CFC gas as the refrigerant for cooling the groundwater used for air conditioning in the plant and is in the process of upgrading to non-CFC refrigeration equipment from 2023.

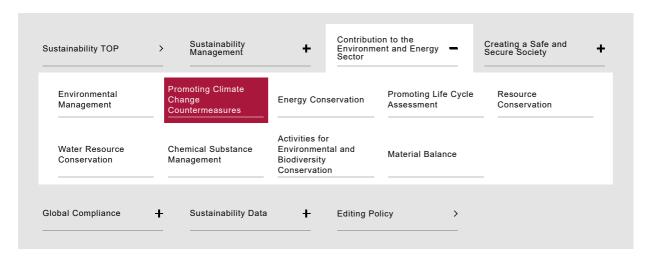
Of the six old refrigeration units that use CFC gas, one was replaced in 2023, bringing the current total to five. The company plans to replace one unit/year, all of which will be non-CFC refrigeration equipment in the future. The company has decided to renew one unit for 2024 as well and is currently working on the foundation.

The global warming potential of the non-CFC HFO-1233zd used in the updated chillers is less than 1, compared to the 1,810 global warming potential of the CFC gas R22 used in the old chillers as a refrigerant.

The company, which will celebrate its 50th anniversary in 2024, is proactively addressing climate change issues by investing in the renewal of older facilities that have a high environmental impact.



Non-CFCs refrigeration equipment



■ Group Companies

Japan Radio Co., Ltd.
Nisshinbo Micro Devices Inc.
NISSHINTOA IWAO INC.

KOKUSAI DENKI Electric Inc.
D-CLUE Technologies Co., Ltd.

Nisshinbo Chemical Inc.

Nagano Japan Radio Co., Ltd. Nisshinbo Brake Inc. Nisshinbo Textile Inc. JRC Mobility Inc.

Nisshinbo Mechatronics Inc.

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★ > Sustainability > Contribution to the Environment and Energy Sector > Energy Conservation

Energy Conservation



Basic Concept

The Nisshinbo Group's Business Conduct Guidelines include Awareness and Concern towards its environmental impact. The Group provides energy conservation technologies, products, and services, as well as its own energy conservation measures, and faithfully realizes a safe and secure society for all people. The Group manages key performance indicators (KPIs) as part of systematic measures to achieve its environmental target of reducing energy use per unit of sales

[Main measures]

- ① Promoting activities to curb energy consumption through ISO 14001 activities
- ② Selecting environmentally friendly equipment when renewing equipment and continuously implementing energy conservation measures through improvement activities
- 3 Systematic use of LEDs for lighting
- ④ Pursuit of the introduction of energy conservation equipment in new buildings and warehouses and the reduction of energy consumed by air conditioning
 - Sustainability Promotion Plan and KPIs

Please refer to "Promotion System" in "Environmental Management" for the promotion system.

▶ Promotion System

Specific Initiatives of The Nisshinbo Group

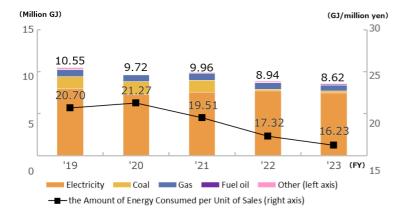
Energy Use by Type of Fuel

The Nisshinbo Group's energy usage in FY2023 amounted to 8.62 million GJ, down 4% year-on-year (YoY). Energy usage per unit of sales was 16.23 GJ/million yen, down 6% YoY.

PT. Nikawa Textile Industry in Textiles business stopped using coal boilers to generate electricity and switched to purchasing electricity from November 2021, which resulted in a significant reduction in coal consumption and a decrease in energy consumption per net sales. In FY2023, the Group's energy use and energy use per sales decreased further from production cuts in the Textiles business and the transfer of TMD in the Automobile Brakes business.

By type of fuel used, electricity accounted for 87% of the total, and gas accounted for 8%.

Trends in the Amount of Energy Consumed and the Amount of Energy Consumed per Unit of Sales

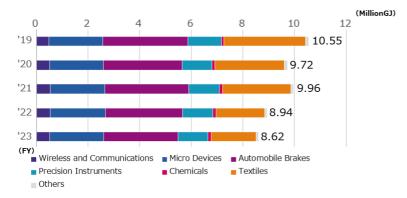


- *1 Because of the transfer of all shares of TMD FRICTION GROUP S.A. (TMD), a subsidiary in the Automobile Brakes business, on November 30, 2023, and for other factors, TMD and 21 other companies were excluded from the scope of consolidation. Therefore, TMD and 21 other companies are included in the data until November 2023.
- *2 On December 27, 2023, HVJ Holdings, Inc. and its subsidiary Hitachi Kokusai Electric Inc. and 7 other companies were included in the scope of consolidation, but are not included in the data for FY2023.
 - ▶ Environmental Data

Amount of Energy Consumed by Business

The Automobile Brakes business accounts for the largest portion of energy consumed, at 2.88 million GJ down 3% YoY, followed by the Micro Devices business at 2.09 million GJ down 2% YoY.

Amount of Energy Consumed by Business



- *1 Because of the transfer of all shares of TMD FRICTION GROUP S.A. (TMD), a subsidiary in the Automobile Brakes business, on November 30, 2023, and for other factors, TMD and 21 other companies were excluded from the scope of consolidation. Therefore, TMD and 21 other companies are included in the data until November 2023.
- *2 On December 27, 2023, HVJ Holdings, Inc. and its subsidiary Hitachi Kokusai Electric Inc. and 7 other companies were included in the scope of consolidation, but are not included in the data for FY2023.
 - ▶ Environmental Data

Effect of Introducing LED Lighting

The energy conservation impact of new conversion to LED lighting in FY2023 was 1081 MWh, as indicated in the table below.

The use of LEDs is being systematically promoted at Japan Radio Co., Ltd. Ueda Logistics Center and Mitaka Office in the Wireless and Communications business; Nisshinbo Micro Device Inc., Kawagoe Plant in the Micro Devices business; and Nisshinbo Mechatronics Inc., Miai Machinery Plant in the Precision Instruments business.

Reduction in Electricity Consumption

Business Category	Reduced Consumption(MWh)
Wireless and Communications	421
Micro Devices	268

Business Category	Reduced Consumption(MWh)
Automobile Brakes	143
Precision Instruments	200
Chemicals	7
Textiles	6
Real Estate	36
Total	1,081

^{*1} Because of the transfer of all shares of TMD FRICTION GROUP S.A. (TMD), a subsidiary in the Automobile Brakes business, on November 30, 2023, and for other factors, TMD and 21 other companies were excluded from the scope of consolidation. Therefore, TMD and 21 other companies are included in the data until November 2023.

Environmental Data

Specific Activities of the Group Companies

Promote energy conservation Activities by Switching to LED Lighting Equipment

Each company in the Wireless and Communications Group is promoting energy conservation activities by switching to LED lighting equipment.

Japan Radio Co., Ltd. has been working on a five-year plan to convert the lighting equipment at its Ueda Logistics Center to LEDs. In the third year of the five-year plan, the lighting equipment on the first floor of the north building and the first floor of the south building was converted to LEDs, and some lighting equipment at the Mitaka Office and the Shizuoka Sales Office were also converted to LEDs. In FY2023, the company expects to reduce electricity consumption by 299 MWh by converting to LED lighting at two offices and one sales office.

In FY2023, Nagano Japan Radio Co., Ltd. implemented LED conversion of fluorescent lights (379 lamps replaced) at its Head Office & Factory, achieving an LED conversion rate of 77%. Nagano Japan Radio will continue to promote the use of LEDs for fluorescent lighting on the premises from next year onward and plan to increase the LED conversion rate at the Head Office & Factory to more than 80% by FY2024.

Ueda Japan Radio Co., Ltd. has been promoting the use of LED lighting equipment under a five-year plan starting in FY2023. A total of 280 lighting fixtures on production lines at the Komaki Plant were replaced with LED lighting in FY2023.

Energy Conservations Through the Introduction of Next-Generation Environmentally Friendly Refrigeration Equipment

Nisshinbo Micro Devices Fukuoka Co., Ltd. has selected and introduced a next-generation environmentally friendly non-CFC inverter-turbo refrigerator*1 as an energy conservation measure for its power equipment.

The company's turbo chillers consisted of a 6,600 V supply power system with a refrigeration capacity of 500 RT (three units), and considering that the load varied because of seasonal fluctuations, the following two operations were used:

- ① Two units in commercial operation in spring to fall (three units in operation under heavy load)
- 2 In winter, cooling tower free cooling 2 one unit + one commercial unit operation or two units commercial operation

From March 2023, the installed chillers were put into operation with one inverter machine and one commercial machine in operation from spring to fall, resulting in a reduction of 968 MWh/year (418 t-CO2/year of CO2 emissions) in electricity consumption for the chillers compared to the previous year.

^{*2} On December 27, 2023, HVJ Holdings, Inc. and its subsidiary Hitachi Kokusai Electric Inc. and 7 other companies were included in the scope of consolidation, but are not included in the data for FY2023.

^{*1} Turbo chillers manufactured by Mitsubishi Heavy Industries Air-Conditioning & Refrigeration Corporation, which are exempted from the High Pressure Gas Safety Act and use environmentally friendly non-CFC refrigerants (1233zd(E), GWP:1).

^{*2} A method of producing chilled water by operating the cooling tower and pumps without moving the chiller, utilizing natural cooling by the outside air.



Next-generation environmentally friendly non-CFC inverter-turbo refrigerator

Effectiveness of Energy Conservation Measures

Nisshinbo Micro Devices Fukuoka Co., Ltd. implemented the following energy conservation measures for ① power and ② production facilities with the goal of reducing electricity consumption by 1% or more compared to the previous year and by 13% (4,612 MWh/year) or more compared to FY2014 by the end of FY2023.

- ① Reduction of 2,637 MWh/year (CO₂ emissions: 1,166 t-CO₂/year) from the previous year, including the introduction of next-generation environmentally friendly non-CFC inverter-turbo refrigerator units and renewal of dry-air primary dryers.*
- ② Power saving and halting to reduce wasteful power consumption by identifying production facilities that do not contribute to production, resulting in a reduction of 193 MWh/year (CO2 emissions: 92 t-CO2/year) compared to the previous year.

As a result of these effects, the company achieved the target with a reduction of 2,830 MWh/year (CO₂ emissions: 1,259 t-CO₂/year), down 9% from the previous year, and 6,962 MWh/year (CO₂ emissions: 8,721 t-CO₂/year), down approximately 20% from the FY2014 level.

Nisshinbo Micro Devices Fukuoka will continue to introduce high-efficiency equipment for power equipment (pumps/motors), promote the use of inverters for water pumps and exhaust fans, and continue the environmental load reduction (energy conservation and prevention of global warming) activities, including consideration of renewable energy and solar power generation.

* Equipment that cools compressed air produced by a compressor through a heat exchanger using refrigerant gas to remove moisture.



Dry-air primary dryer after renewal

Energy Conservation Activities Through the Use of LED Lighting Fixtures

Nisshinbo Micro Devices AT Co., Ltd. is converting its lighting equipment to LED as needed.

In 2023, the project focused on a portion of the plant production floor and attached buildings and rooms and included approximately 30 locations for unplanned failure repairs. Some locations related to production areas (Kitchen for lunch room, cafeteria area, parts warehouse, packaging room, stairs, etc.) are lit throughout the day (24 hours), resulting in a significant effect. Overall, the LED conversion has reduced power consumption by a total of 35 MWh/year (CO₂ reduction: 17 t-CO₂/year).

The company plans to promote the conversion of lighting fixtures to LEDs as a priority energy conservation measure in the next fiscal year and beyond. In addition to lighting fixtures, the company has also implemented heat insulation improvements to steam pipes inside and outside the boiler room (to prevent losses due to thermal energy release) and replaced air compressor equipment with high-efficiency machines (to reduce electricity consumption), resulting in an overall reduction of 45 t-CO₂/year in CO₂ emissions.



Kitchen for lunch room

Raise Awareness of Energy Conservation by Publishing Energy Conservation Newspapers

Nisshinbo Mechatronics Inc. Miai Machinery Plant publishes an energy conservation newspaper once a quarter as a measure to raise awareness of energy conservation activities by all employees working together to promote them, taking a step forward from the energy conservation activities conducted by the committee to date.

This newspaper is designed to provide concise information on the activities of the Energy Conservation Activities Committee and topics related to energy conservation with a focus on what energy conservation activities are being conducted now, why energy conservation activities should be promoted, and how they can lead to energy conservation. The report was created with an eye to making it easy for all employees to feel that energy conservation activities are their business.

The publication of this energy conservation newspaper and the promotion of activities through the Energy Conservation Activity Committee and Kaizen in the workplace have had the effect of leading to more active energy conservation activities than ever before, leading to the proposal of 34 Kaizen projects in FY2023 (29 of which have been implemented) for the year, and the result value of energy conservation at the end of FY2023 far exceeded the target value.

Target: 45 MWh/year (excluding capital investment)
Result: 88 MWh/year (CO₂ reduction: 40 t-CO₂/year)



Energy conservation newspaper

Reduction of Electricity Consumption by Changing the Temperature Control System

Nisshinbo Chemical Inc. Tokushima Plant manufactures the resin additive CARBODILITETM in a reaction vessel. During the manufacturing and cleaning processes, high-temperature and low-temperature heat-transfer oils are constantly circulated and supplied to the necessary reaction vessel when necessary.

The company investigated the optimal circulation flow rate for the current monthly production schedule for the heat transfer oil circulation rate set at a high temperature. As a result, the company found that it is possible to reduce the circulation flow rate, and through valve adjustment, Nisshinbo Chemical reduced the actual result by 11.5 MWh in FY2022.

One of the heat transfer oil circulation pumps set at a low temperature is dedicated to one reaction vessel. The system program had been designed to operate continuously from the temperature control process to the end of the batch manufacturing process, but the company has subdivided the process into smaller processes in the system program and changed the program to operate the pumps during the temperature control process and stop the processes that do not require temperature control. As a result, the company reduced 10.8 MWh in FY2022 actuals.

Energy Conservation Measures at Production Sites

Nisshinbo Textile Inc. Tokushima Plant has five factories, the oldest of which is a chemical plant factory that has been in operation since 1983. In 2023, the following energy conservation measures were implemented

- ① Drive motors for raw material feed pumps, raw material mixing equipment, and blowers for the constant temperature chamber were changed from standard efficiency motors to high efficiency motors. Or, general-purpose motors were changed to the inverter type.
- ② The lighting in the hall was changed to the LED type, and motion sensors were installed for some of them.
- ③ The entire air-conditioning system was replaced with spot air-conditioning with resin curtains separating only the necessary work areas.
- $\ensuremath{\mathfrak{A}}$ The spot cooler used for work has been changed to an on/off operation each time.

These measures reduced electricity consumption by 78 MWh/year and greenhouse gas emissions by 42 t-CO₂/year.





High efficiency motor

Resin curtain

Energy Conservation Measures by Steam Drain Recovery

PT. Nisshinbo Indonesia has been progressively adding drain recovery equipment, and in 2023, 13,800 m³ of drain was recovered and reused in boiler feed water. This means that 57.7 GJ of energy to raise boiler water temperature and 13,800 m³ of water was saved.

Textile processing includes removing the sizing agent used in weaving the fabric, whitening the fabric by removing impurities from the fibers, and dyeing the fabric, but most of the processes involve wetting and treating the fabric. At each stage of the process, dough is dried using a cylinder dryer that utilizes steam. The cylinder dryer has a metallic cylindrical structure. Water vapor generated by a boiler is placed inside the metallic cylinder to dry the dough by bringing it into contact with the cylinder's surface. The steam used in this process cools down to form water droplets (drain), which has high thermal energy and is pure water with no impurities.

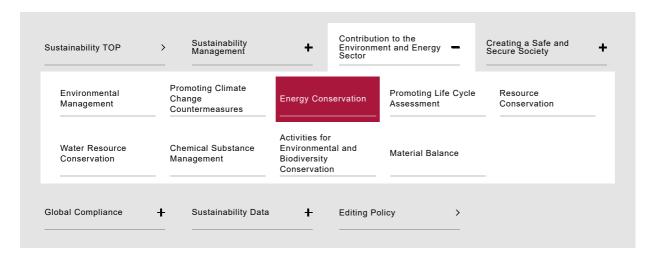
* Drain recovery: Recovering drain that has sufficient sensible heat discharged from the steam trap and reusing it in some form, rather than just throwing it away.



Drain recovery equipment



Cylinder dryer



■ Group Companies

Japan Radio Co., Ltd.

Nisshinbo Micro Devices Inc.

NISSHINTOA IWAO INC.

KOKUSAI DENKI Electric Inc.
D-CLUE Technologies Co., Ltd.
Nisshinbo Chemical Inc.

Nagano Japan Radio Co., Ltd.

Nisshinbo Brake Inc.

Nisshinbo Textile Inc.

JRC Mobility Inc.

Nisshinbo Mechatronics Inc.

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Business Lines

Research & Development

★ > Sustainability > Contribution to the Environment and Energy Sector > Promoting Life Cycle Assessment

Promoting Life Cycle Assessment



Basic Concept

Life cycle assessment (LCA) is a process used to numerically assess the use of raw materials, their environmental impact, and their potential environmental impact on the earth and ecosystem over the entire life of a product, spanning the procurement of raw materials through to production, distribution, use and disposal. The Nisshinbo Group's Business Conduct Guidelines include Awareness and Concern towards its environmental impact. The Group promotes the reduction of environmental burdens throughout the life cycle of its products, including the stage of use, and faithfully realizes a safe and secure society for all people. The Group manages key performance indicators (KPIs) as part of systematic measures to achieve its environmental goal of "promoting LCA."

[Main measures]

- ① Improved convenience by making the same LCA software available in Japan and overseas
- $@ \ Promoting \ the \ development \ and \ expansion \ of \ operators \ by \ holding \ LCA \ software \ utilization \ seminars$
- 3 Reduction of chemical substances and waste emissions based on product LCA results
- ④ Introduction of LCA from the product development stage and application of it for the development of environmentally friendly products
 - Sustainability Promotion Plan and KPIs

Please refer to "Promotion System" in "Environmental Management" for the promotion system.

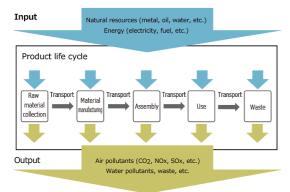
▶ Promotion System

Specific Initiatives of The Nisshinbo Group

Advancement of LCA activities

The Nisshinbo Group is expanding its LCA activities while putting LCA software to effective use to calculate LCA data in order to understand environmental impacts and promote product standards and manufacturing process improvements, as well as the development of environmentally friendly products.

Naturally, the Group draws on LCA product results to reduce energy consumption in manufacturing and emissions of chemical substances. Additionally, the Group introduced LCA from the product development stage, contributing to the expansion of sales of environmentally friendly products.



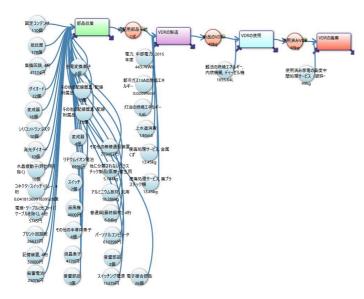
LCA for Voyage Data Recorder JCY-1900N2

Japan Radio Co., Ltd. conducted the LCA of a voyage data recorder (JCY-1900N2) using dedicated software. Voyage data recorders are installed on vessels to investigate the causes of maritime accidents and record a variety of different data.

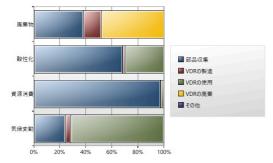
In the manufacturing stage, calculations are made by proportionally dividing the electricity and gas used by the manufacturing division on a monetary basis. Since the equipment is installed on ships, CO2 emissions during the use phase were calculated from the fuel consumption rate of the onboard generators.

The life cycle GHG emissions were 6.97 t-CO₂, of which 84.8% (5.00 t/CO₂) was from the use phase, followed by 12.8% (1.66 t-CO₂) from the parts manufacturing phase, 2.26% (0.28 t-CO₂) from the product manufacturing phase, and 0.2% (0.03 t-CO₂) from the disposal phase.

In the use phase, the product emitted the most CO2 at 5.00 t-CO2 based on the assumption of 70 W power consumption and a product life of 15 years. This is 0.33 t-CO2 per year, which is equivalent to the CO2 emissions from driving about 1,400 km in a private car with a fuel efficiency of 10 km/L. The 70 W of power consumption is about the power consumption of a middle-class PC and LCD combined, which is low power consumption for a customer product.



System diagram (vovage data recorder)



LCA analysis results (voyage data recorder)

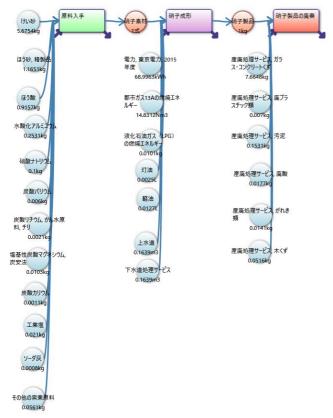
Examples of LCA Data Application

Japan Radio Glass Co., Ltd. conducted the LCA using LCA software by dividing all materials, resources, energy, and industrial waste input into the plant during the year by the annual production volume, calculating the required input per kilogram of glass, and using that figure as the basis for the LCA.

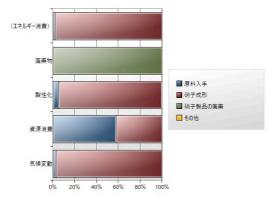
The results are shown in the figure below. It was found that the overwhelming majority of the environmental impact of glass products is caused by the manufacturing process. The company's main business is glass molding, but there are two means of melting glass: electric melting furnaces and gas-melting pot furnaces. Since the fuel consumption of electric melting furnaces deteriorates over time because of the deterioration of heat-resistant bricks, the heat-resistant bricks are replaced every few years during a cold repair to improve fuel efficiency.

From the viewpoint of energy conservation, it is more advantageous to melt all products in an electric melting furnace that allows continuous production.

However, the company will continue to produce pot furnaces because it is a company that is competitive in dealing with a wide variety of products in small lots. As for energy-saving activities for pot furnaces, the company is currently trying to reduce the number of pots in operation by improving production efficiency through yield improvement in pot furnaces.



System diagram (glass products)



LCA analysis results (glass products)

LCA Implementation for Cable Protectors

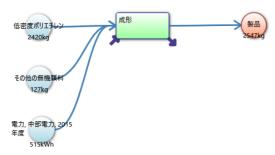
Nanbu Plastics Co., Ltd. Oigawa Works conducted the LCA for cable protectors, a newly ordered product, as part of its FY2023 initiatives.

This ordered product will be placed inside the cables that connect renewable energy offshore wind farms to land to protect the fiber optic cables while allowing the cables to withstand external pressure in order to achieve carbon neutral in 2050. The materials used are extruded using recycled raw materials from the beginning in consideration of the environment. Extruded molded products are wound onto drums measuring 2,800 mm x 1,750 mm in diameter and weighing approximately 860 kg and shipped approximately 3,000 meters. Since the product is approximately 3,000 meters long, if the product is misshapen or broken in the middle, it must be rewound from the beginning.

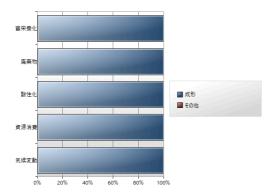
The LCA results are shown in the figure below, which is the only power source to operate the production facility. In order to reduce CO₂ emissions, the company will improve production efficiency by implementing measures to reduce outages, shorten the start-up time, and increase take-back speed.



Cable protector



System diagram (cable protector)



LCA analysis results (cable protector)

Visualization of greenhouse gas emissions through LCA

Nisshinbo Chemical Inc. conducted an LCA of fuel cell separators as part of its environmental efforts in FY2023. The company's fuel cell separators are carbon separators, which are obtained by processing carbon materials and have the features of corrosion resistance, electrical conductivity, and light weight.

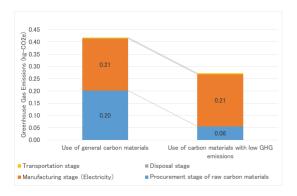
LCA was conducted by dividing the life cycle into the procurement stage (from resource extraction to the acquisition of carbon materials), the manufacturing stage (molding, processing, etc.), the disposal stage (after customer use), and the transportation stages involved in each of these stages. The results show that greenhouse gas emissions, the cause of global warming, are particularly high due to emissions from electricity during the procurement and manufacturing stages of carbon materials.

Carbon materials consume a lot of electricity during production, so reducing power consumption will lead to a reduction in greenhouse gas emissions.

Although some products already use carbon materials with low greenhouse gas emissions, the LCA has enabled the company to quantify and visualize its greenhouse gas emissions.

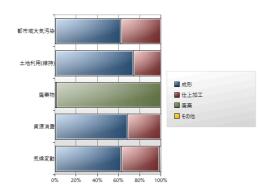
The company will continue to promote the LCA with the aim of reducing costs and the environmental impact while reducing power consumption.

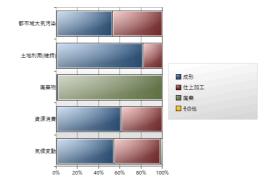
GHG emissions from fuel cell separators





System diagram (fuel cell separator)





LCA analysis results (fuel cell separator: using general carbon materials)

LCA analysis results (fuel cell separator: Using carbon materials with low GHG emissions)

Carbon Footprint Initiatives

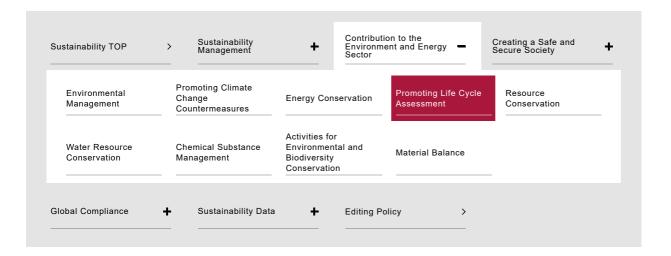
Nisshinbo Textile Inc. calculated the carbon footprint from raw material procurement to disposal for its APOLLOCOT 100% cotton no-iron shirts for men and women, which are sold at Yofuku-no-Aoyama in collaboration with Aoyama Trading Co., Ltd.

Because the APOLLOCOT shirts are manufactured in an integrated production process at an Indonesian subsidiary, the energy, chemicals, and secondary materials used in each manufacturing process are calculated using actual activity volumes. The carbon footprint, which converts the amount of greenhouse gas emissions emitted during a product's life cycle (raw material procurement \rightarrow production [spinning/weaving/fabric processing/sewing] \rightarrow distribution \rightarrow home use \rightarrow disposal) into CO2, makes it possible to visualize emissions throughout the supply chain in numerical form and visualize and disclose the information. This will not only identify processes with high emissions and enable a more effective approach to emissions reduction but also help customers choose lower-carbon products.





Carbon footprint of the APOLLOCOT shirt



■ Group Companies

Japan Radio Co., Ltd.

Nisshinbo Micro Devices Inc.

NISSHINTOA IWAO INC.

KOKUSAI DENKI Electric Inc.
D-CLUE Technologies Co., Ltd.
Nisshinbo Chemical Inc.

Nagano Japan Radio Co., Ltd. Nisshinbo Brake Inc. Nisshinbo Textile Inc. JRC Mobility Inc.

Nisshinbo Mechatronics Inc.

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Transition of Business	Intellectual Properties
Portfolio	Promoting Responsible Supply
Strategic Business Domains	Chains
Corporate Profile	Thorough Compliance and
	Corporate Ethics
	Internal Control
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	& Sustainability Website) Report
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Group Overview

Business Lines

Investor Relations

★ > Sustainability > Contribution to the Environment and Energy Sector > Resource Conservation

Resource Conservation



Basic Concept

The Nisshinbo Group's Business Conduct Guidelines include Awareness and Concern towards its environmental impact. The Group is committed to promoting recycling and other activities with a view to improving the quality of resource recycling, and faithfully realizing a safe and secure society for all people. The Group manages key performance indicators (KPIs) as part of systematic measures to achieve its environmental target for improvement of the recycling rate.

[Main measures]

- ① Proper disposal of industrial waste through ISO 14001 activities while ensuring proper waste disposal governance
- ② Reduce waste emissions by promoting the 3Rs (Reduce*1, Reuse*2, Recycle*3)
- 3 Promoting reuse and reduction of packaging materials used
- (4) Selection and consignment of outstanding waste recycling companies and activities to promote the recycling and reuse of waste at overseas sites where the conditions for waste treatment differ
- *1 Reduce: Reduce waste by using items carefully
- *2 Reuse: Use repeatedly what is available
- *3 Recycle: Reuse garbage as a resource
 - ▶ Sustainability Promotion Plan and KPIs

Please refer to "Promotion System" in "Environmental Management" for the promotion system.

Promotion System

Specific Initiatives of The Nisshinbo Group

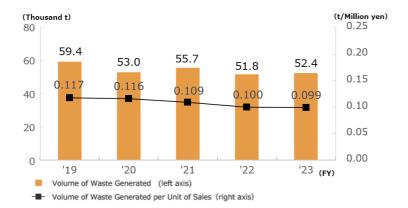
Volume of Waste Generated

The Nisshinbo Group generated 52.4 thousand tons of waste in FY2023, a slight increase from the previous year. The amount of waste generated per unit of sales was 0.099 t/million yen, a slight decrease from the previous year.

In November 2021, PT. Nikawa Textile Industry, in the Textiles business, stopped using coal boilers and switched to purchasing electricity, which resulted in a decrease in both the amount of waste generated and the amount of waste generated per unit of sales from FY2022 onward with the amount remaining roughly the same in FY2023

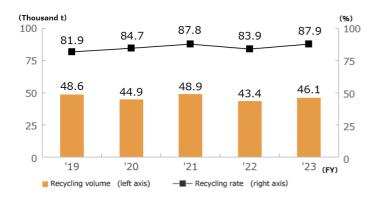
The recycling rate of FY2023 was 88% (an increase of 4% recycling rate in the previous fiscal year). This was due to an increase in the recycling rate of brake friction material polishing powder at overseas Automobile Brakes business sites.

Trends in the Volume of Waste Generated and Volume of Waste Generated per Unit of Sales



- *1 Because of the transfer of all shares of TMD FRICTION GROUP S.A. (TMD), a subsidiary in the Automobile Brakes business, on November 30, 2023, and for other factors, TMD and 21 other companies were excluded from the scope of consolidation. Therefore, TMD and 21 other companies are included in the data until November 2023.
- *2 On December 27, 2023, HVJ Holdings, Inc. and its subsidiary Hitachi Kokusai Electric Inc. and 7 other companies were included in the scope of consolidation, but are not included in the data for FY2023.

Trends in the Recycling Volume and Recycling Rates



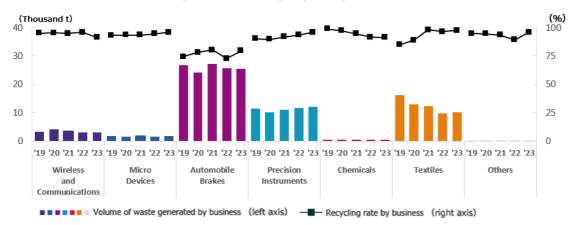
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 - ► Environmental Data

Trends in Volume of Waste Generated by Business and Recycling Rate by Business

The Nisshinbo Group has set the target of achieving a 95 % recycling rate by FY2030. To this end, The Group is engaging in initiatives to reduce the amount of waste generated by each business.

The Automobile Brakes business accounted for 48% of all waste generated by the business. Processing of brake friction material polishing powder at overseas sites is an issue, and the Group is studying reuse methods and recycling destinations.

Trends in Volume of Waste Generated by Business and Recycling Rate by Business



^{*1} Because of the transfer of all shares of TMD FRICTION GROUP S.A. (TMD), a subsidiary in the Automobile Brakes business, on November 30, 2023, and for other factors, TMD and 21 other companies were excluded from the scope of consolidation. Therefore, TMD and 21 other companies are included in the data until November 2023.

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 - ► Environmental Data

Examples of Nisshinbo Group

Zero Emissions

Throughout the Nisshinbo Group, the Group is working toward zero emissions (a recycling ratio of 99% or more). Of its locations that generated 10 tons of waste or more in FY2022, 31 locations achieved zero emissions.

Sites that have Achieved Zero Emissions

Nisshinbo Holdings Inc. R&D Center	Japan Radio Co., Ltd. Nagano Plant
Japan Radio Co., Ltd. Kanto Logistics Center	Japan Radio Co., Ltd. Ueda Logistics Center
Japan Radio Co., Ltd. Hokkaido Branch	Japan Radio Co., Ltd. Kansai Branch
Nagano Japan Radio Co., Ltd. Head Office & Factory	Shenzhen NJRC Technology Co., Ltd.
Ueda Japan Radio Co., Ltd. Head Office & Main Factory	JRC Tokki Co., Ltd. Main Plant
NJ Components Co., Ltd. Sanyo Office	NJ Components Co., Ltd. Okazaki Office
Nisshinbo Micro Device Inc. Kawagoe Plant	Nisshinbo Micro Device Inc. Yashiro Plant
Nisshinbo Micro Devices Fukuoka Co., Ltd.	Nisshinbo Brake Inc. Tatebayashi Plant
Nisshinbo Mechatronics Inc. Miai Machinery Plant	Nisshinbo Precision Instrument & Machinery Hiroshima Corp.
Nisshinbo Mechatronics India Pvt. Ltd.	NISSHINBO COMPREHENSIVE PRECISION MACHINING (GURGAON) Pvt. Ltd.
Nanbu Plastics Co., Ltd. Susono Plant	Nanbu Plastics Co., Ltd. Oigawa Works
Kyushu Nanbu Plastics Co., Ltd.	Nanbu Philippines Inc.
Nisshinbo Chemical Inc. Chiba Plant	Nisshinbo Chemical Inc. Tokushima Plant
Nisshinbo Chemical Inc. Toke Development Center	Nisshinbo Textile Inc. Tokushima Plant
Nisshinbo Textile Inc. Yoshinogawa Plant	Nisshinbo Do Brasil Industria Textil LTDA.
PT. Naigai Shirts Indonesia	

Specific Activities of the Group Companies

Resource-saving Activities Through the 3Rs of Waste

Most of the industrial waste at Japan Radio Glass Co., Ltd. is glass waste (more than 98%). This glass waste includes overflow from glass melting, glass fragments from glass cutting and other processing, and other product defects. All of these are mixed with the raw glass material as glass cullet and remelted.

A maximum limit is set because a large percentage of glass cullet can cause glass defects. The glass waste that exceeds the upper limit is disposed of as industrial waste (glass waste). This glass waste is sorted into two types: high purity (the same type of glass is produced in an electric furnace) and low purity (different types of glass are produced in a pot furnace). The high purity glass is recycled by the industrial waste contractors as other glass cullet, and the low purity glass is recycled as civil engineering and construction materials.

Eliminated the Use of Stretch Film During Product Transport

Ueda Japan Radio Co., Ltd. head office and main factory used to use stretch film to prevent products from collapsing during transport from the production line to the shipping location. However, stretch film is disposable as plastic waste after transport and when packed for shipment.

Therefore, to reduce waste, Ueda Japan Radio Co., Ltd. changed to a method of conveying products using reusable anti-unloading covers or green belts. As a result, waste equivalent to 23 rolls of stretch film, or approximately 7,128 m, was reduced, and approximately 309 kg-CO₂, equivalent to the amount of CO₂ generated during the stretch film production process and incineration, was saved. Ueda Japan Radio Co., Ltd. will continue to make improvements throughout shipping operations to contribute to waste reduction and CO₂ emissions reduction.



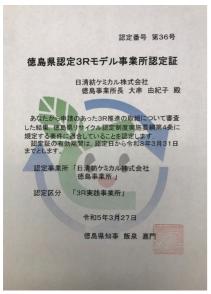
Reusable Green Belts

3R Practices at Business Sites

The Nisshinbo Chemical Inc. Tokushima plant is engaged in environmental preservation activities in line with the 3R (Reduce, Reuse, Recycle) activities promoted by Tokushima Prefecture.

In the manufacturing process, equipment must be cleaned with a cleaning solution (solvent) each time synthesis is performed, which generates a large amount of waste cleaning solution that is collected and distilled for recycling at a recycling company. By sorting out and reusing the less contaminated waste cleaning solution, Nisshinbo Chemical Inc. was able to reduce the consumption of the cleaning solution by more than 30%. Energy associated with the reclamation process was also reduced.

As a result of these efforts, in March 2017, Nisshinbo Chemical Inc. received certification from Tokushima Prefecture as a Tokushima Prefecture Certified 3R Model Business Office. The certification system recognizes business sites in Tokushima Prefecture that actively promote the 3Rs (Reduce, Reuse, and Recycle) and have achieved remarkable results. Twenty-seven business sites in Tokushima Prefecture are currently certified. The company undergoes a renewal audit every three years, and the company is certified through March 2026.



Tokushima Prefecture Certificate of 3R Model Business Office

Conversion of Carbon Waste into Valuable Resources

The Nisshinbo Chemical Inc. Chiba plant has been working to convert carbon waste into valuable resources

The company's bipolar plates for fuel cells manufacturing process generate carbon waste in the form of scrap materials, defective products, waste raw materials, waste sub-materials, and collected dust. These used to be disposed of as industrial waste. After researching effective utilization methods and problems with Japan's Waste Disposal and Public Cleansing Law, Nisshinbo Chemical Inc. found that they could be used as feedstock for steel production by crushing and classifying them. In addition, the company was able to confirm once again that items that have material value do not fall under the legal definition of waste

After 2022, all carbon waste generated has been converted into valuable resources as a secondary material that improves the performance of manufactured products in the steelmaking process.

Resource Conservation in Purchasing Transactions

Nisshinbo Chemical Inc. promoted the reduction of paper and containers used in purchasing transactions. The company eliminated the practice of stamping and mailing paper delivery and invoice forms designated by Nisshinbo and replaced it with data transmission of invoices in the form of supplier forms. In addition, in 2024, the printing of supplier invoices for internal procedures will be eliminated and replaced with data confirmation only. By reducing the amount of printed materials, the company will also reduce the amount of stationery, such as clear files, used to store documents.

In addition, through discussions with suppliers, Nisshinbo Chemical Inc. changed the containers of drums of procured raw materials to lease drums for repeated use. The company will continue to promote the use of returnable drums in cooperation with suppliers.

Shirt Recycling Project

Nisshinbo Textile Inc. developed a technology to recover used shirts, dissolve the cotton components, and reincarnate them as cellulose fiber, thereby engaging in horizontal recycling to recycle shirts.

The ionic liquid used to dissolve the shirts (researched by the New Business Development Division of Nisshinbo Holdings Inc.) is a liquid consisting solely of ions and is called the third liquid after water and organic solvents. The liquid is expected to be used in many fields due to its features of low volatility, incombustibility, high ionic conductivity, and specific solubility. Adopted by the NEDO Leading Research Program in FY2022, Nisshinbo Textile Inc. is conducting R&D to establish the basic technology in collaboration with Shinshu University and others.

A pilot plant started operation in April 2023, and in 2024, the company received a subsidy from the Ministry of Economy, Trade and Industry (a demonstration project for strengthening the resource recycling system) to expand its facilities and accelerate development. By continuing to establish production technology, Nisshinbo Textile Inc. aims to establish a circular economy model with Tokyo Shirt as the contact point in FY2024 and beyond.

Used Shirt Collection Campaign

Tokyo Shirts Co., Ltd. is conducting the Used Shirts Collection Campaign in collaboration with JEPLAN, INC.

In addition to participating in the activities of BRING, which is operated by JEPLAN, INC. and based on the concept of *making clothes out of clothes*, collection boxes are placed and collected at 10 stores, and in fiscal year 2023, a total of 49 days of collection were conducted at all stores three times a year from

February 17 to March 5, June 30 to July 17, and December 8 to December 17. Tokyo Shirts conducted its collection campaign, and a total of 18,137 garments were collected from 4,875 customers, including both in-house and third-party products.

The collected garments were reused and recycled according to the materials, and those made of 100% polyester fiber were recycled into recycled polyester using JEPLAN, INC.'s proprietary chemical recycling technology, BRING TechnologyTM to be used as raw materials for new garments and other products.

Amidst the recent increase in environmental awareness, this initiative has been well received by customers who have been struggling to dispose of clothing.





BRING Logo

Collection Box

Obtained Recycling Certification RCS and GRS

In November 2020, PT. Nikawa Textile Industry in Indonesia obtained the Global Recycled Standard (GRS) and Recycled Claims Standard (RCS). These are standards set the requirements for third-party certification of recycled products and are international certification programs that verify that products have been properly recycled.

The two programs are run by the Textile Exchange, an American nonprofit organization. GRS certification verifies the recycled content of a product based on a minimum of 50% recycled content and certifies that the product is produced in an environmentally friendly and other socially responsible manner. GRS certification requires the submission of the applicant company's energy use performance and reduction plan and includes an examination of working conditions and internal controls. RCS certification is based on the standard of 5% or more recycled content in the product along with verification and certification of the input amount, history, and storage conditions of certified materials contained in the product.



GRS Certificate

Participated in the Upcycle Association

Nisshintoa Iwao Inc. joined the Upcycle Association, a general incorporated association that brings together companies from across industries to develop new initiatives that transcend the boundaries of conventional recycling.

The Upcycle Association was established in February 2023 by 14 participating companies and organizations, including Nisshintoa Iwao Inc., Nestle Japan, and the City of Kobe, with the goal of *creating a sustainable society for present and future generations*. Currently, 35 companies and organizations are participating in the program, which aims to promote the improvement of recycling rates for resources and food residues, and to create new value.

The first project, Tsumugi, is an initiative to transform paper resources collected mainly from supermarket stores, offices of participating companies, and environmental awareness facilities in Kobe City, as well as unused thinned cypress wood generated from the maintenance of Mt. Rokko, into paper yarn. Paper yarn is characterized by its softness, light weight, and moisture absorbency and desorbency, which are only possible with natural fibers, and gives the wearer the gentle feeling of being in nature.

In response to the many requests for products using paper threads, Nisshintoa Iwao Inc. has now begun selling the products to the general public under the concept of "Kobe" and "Mt. Rokko." A portion of the proceeds from the sales of the products will be used for forest conservation, and the project Tsumugi is also linked to the creation of a sustainable society by weaving thoughts and traditions into the future.

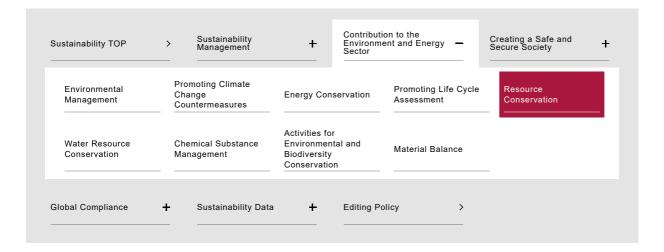
Nisshintoa Iwao Inc., which publishes *alterna*, a business information magazine on the theme of sustainable management and the SDGs, and the Finger Sustainer Management Association jointly sponsored the event. Tsumugi, a paper yarn produced by Upcycle, was selected as a one-star product in the Sustainable Selection given to products and services developed with sustainable principles and methods.



TSUMUGI



Project "TSUMUGI"



□ Group Companies

Japan Radio Co., Ltd.

Nisshinbo Micro Devices Inc.

NISSHINTOA IWAO INC.

KOKUSAI DENKI Electric Inc.
D-CLUE Technologies Co., Ltd.
Nisshinbo Chemical Inc.

Nagano Japan Radio Co., Ltd. Nisshinbo Brake Inc. Nisshinbo Textile Inc. JRC Mobility Inc.

Nisshinbo Mechatronics Inc.

NSSHINBO **Business Lines** Investor Relations Sustainability Research and Development Management Information Nisshinbo Group Human Rights 2025 Wireless and 2024 Corporate Governance Microdevice Value-Creation Process Highlight from Integrated 2023 Automobile Brakes Materiality Precision Instruments | IR Library Sustainability Promotion Plan Contact Us | Financial Highlights Chemicals Information Disclosure Based Stock-Related Information **Group Overview** on TCFD Recommendations Message from the President Real Estate Investor Relations News Environmental Management Other IR Information Corporate Vision Respect for Human Rights Transition of Business Intellectual Properties Portfolio Promoting Responsible Supply Strategic Business Domains Chains Corporate Profile Thorough Compliance and Corporate Ethics Internal Control GRI Content Index Back Issues (CSR Report/CSR & Sustainability Website) Report

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Research & Development

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Water Resource Conservation



Basic Concept

The Nisshinbo Group's Business Conduct Guidelines include Awareness and Concern towards its environmental impact. The Group promotes water conservation, recycling, and other activities with an eye to improving the quality of resource recycling, and faithfully realizes a safe and secure society for all people. The Group manages key performance indicators (KPIs) as part of systematic measures to achieve its environmental target regarding reducing water consumption per unit of sales.

[Main measures]

- $\ensuremath{\textcircled{1}}$ Promoting water conservation activities through ISO 14001 activities
- ② Expanding activities such as the introduction of water-saving equipment at manufacturing sites, reduction of water consumption and reuse of treated wastewater
- ③ Efforts toward sustainable water intake at overseas sites with different water availability conditions, such as use of rainwater and water recycling (returning to groundwater)
- (4) Activities in the Textiles business to purify well water that has been drained and deliver a portion of it to neighboring residents free of charge
- © Contributing to Japan and overseas wastewater treatment fields by providing microbial carriers for water treatment in the Chemicals business
 - Sustainability Promotion Plan and KPIs

Please refer to "Promotion System" in "Environmental Management" for the promotion system.

▶ Promotion System

Specific Initiatives of The Nisshinbo Group

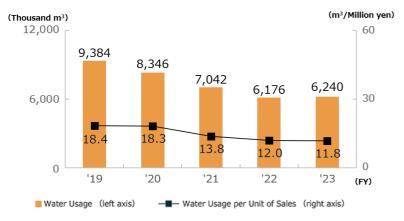
Use of Water Resources

The Nisshinbo Group's actual water use in FY2023 was 6,240 thousand m³, the same as the previous year. The volume of water used per sale was 11.8 m³ per million yen, a 2% reduction in the volume of water used per sale in the previous year. Water consumption per net sales has been decreasing year by year because of the progress of water-saving activities, such as the replacement of water-cooled air conditioners with air-cooled ones in the Wireless and Communications business.

The volume of water recycled was 840 thousand m³ in FY2023. This was a decrease of 13% in the recycling volume of water in the previous year. In the Textiles business, production of spunlace^{*} (water-jet interlacing method) nonwoven fabrics, which use a large amount of water, decreased, and the amount of water reused in air conditioning facilities also declined.

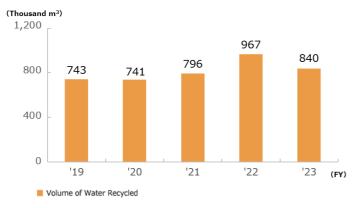
* Spunlace: A production method for nonwoven fabrics in which fibers are intertwined by high-pressure water flow.

Water Usage and Water Usage per Unit of Sales



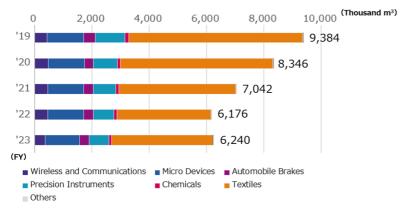
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Trends of Water Recycled



- *1 Because of the transfer of all shares of TMD FRICTION GROUP S.A. (TMD), a subsidiary in the Automobile Brakes business, on November 30, 2023, and for other factors, TMD and 21 other companies were excluded from the scope of consolidation. Therefore, TMD and 21 other companies are included in the data until November 2023.
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Trends in Volume of Water Usage by Business



- *1 Because of the transfer of all shares of TMD FRICTION GROUP S.A. (TMD), a subsidiary in the Automobile Brakes business, on November 30, 2023, and for other factors, TMD and 21 other companies were excluded from the scope of consolidation. Therefore, TMD and 21 other companies are included in the data until November 2023.
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 - Environmental Data

Understanding and Monitoring Water Risks

The Nisshinbo Group conducts water risk assessments of all of the Group's business sites and main supply chains using the AQUEDUCT Water Risk Atlas* published by the World Resources Institute (WRI).

As a result of the AQUEDUCT assessment, six of the Group's business sites (Nisshinbo Mechatronics India Private Limited in India, Saeron Automotive (Beijing) Co., Ltd. and Saeron Automotive (Yantai) Co., Ltd. in China, and PT. Nikawa Textile Industry, PT. Nisshinbo Indonesia and PT. Naigai Shirts Indonesia

in Indonesia) are classified as "Extremely high" areas. At view point of the current water consumption at these sites, the Group estimates that it is not highly likely to have a significant impact on its business activities.

In addition, 11 sites of its main supply chain companies (Indonesian, Cambodian and Chinese suppliers in Textiles business, and Chinese suppliers, etc. in Automobile Brakes business) are classified as "Extremely high" areas. The Group continues to monitor the situation of those sites and supply chains that have been assessed as "Extremely high."

The Group has also assessed the risk from flooding as of 2050 in its climate change scenario analysis. The Group will promote risk reduction measures to deal with property damage and loss of business due to possible flooding.

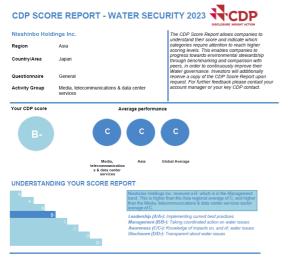
*AQUEDUCT Water Risk Atlas: Maps based on 12 different water risk indicators, including "physical water stress," "water quality," "water resource regulatory risks," and "reputational risks."



AQUEDUCT Water Risk Atlas

CDP Water Security 2023 Evaluation

The CDP is an international NGO working in the environmental field. The CDP surveys more than 23,000 companies worldwide, assigning scores from A to D and more than 1,100 cities, states, and regions to assess how CDP effectively responds to issues such as climate change, deforestation, and water security. The Nisshinbo Group received a "B-" rating in Water Security 2023.



CDP Water Security 2023 Evaluation

Specific Activities of the Group Companies

Reduction of Groundwater Use

Nagano Japan Radio Co., Ltd. has been working to reduce groundwater consumption by switching from water-cooled to air-cooled air conditioners when updating air conditioners since 2014.

The company's annual groundwater consumption in FY2022 was 315,000 m³, but after 18 units were renewed in FY2023, groundwater consumption in FY2023 was approximately 204,000 m³, a reduction of approximately 35% (111,000 m³) compared to FY2022. The company is planning to renew five units in FY2024.

The company will continue to reduce groundwater consumption by upgrading from water-cooled to air-cooled air conditioners.

Effective Use of Well Water by Indirect Cooling Water Recovery

Nisshinbo Micro Device Inc. Kawagoe Plant worked to reduce water consumption by establishing a circulation system to recover and reuse indirect cooling water for production facilities.

In the past, in systems where quality requirements were not so high, the water used as indirect cooling water for production facilities was drained from the water tank of groundwater (well water), which was the raw water for the pure water used for wafer cleaning. By returning this drained water to the water tank, circulating it, and reusing it, the company has reduced the amount of wastewater to zero. As a result of this initiative, from October to December 2023, the company was able to reduce pumping volume by 11,000 m³. For the current fiscal year, the company expects to achieve an annualized reduction of approximately 44,000 m³.



Flow chart before improvement

Flow chart after improvement

Wastewater Reuse System (MRO) Enters Its 15th Year of Operation

Nisshinbo Micro Devices Fukuoka Co., Ltd. has been using a wastewater reuse system (MRO) device that uses reverse osmosis membranes for the purpose of reusing sewage since FY2009. The system collects and treats a portion of the sewage effluent and uses it for power equipment (cooling towers, scrubber supply water, etc.), and will be in its 15th year of operation in 2024.

The production volume of wastewater MRO decreased by approximately 12,000 m³ (1.3%) from the previous year because of the shutdown of wastewater MRO equipment operations (+ five days compared to the previous year) following adjustments for reduced production from August to December (+ eight days shutdown compared to the previous year). However, approximately 85,000 m³/year of sewage water was reused throughout the year.

The facility operates 24 hours a day, and in addition to regular maintenance (membrane replacement, water sampling analysis, and maintenance) based on maintenance contracts, the appropriate operating conditions are maintained by adjusting and controlling the amount of the different chemicals added to cope with changes in raw water quality. In addition, data is collected to manage and monitor operating conditions. The company will continue to perform planned periodic maintenance and strive for stable operation while continuing to study future increases in processing capacity.



Wastewater reuse system (MRO) device

Reduction of Industrial Water Consumption by Reusing Treated Wastewater

Nisshinbo Somboon Automotive Co., Ltd. in Thailand is reusing treated wastewater from its wastewater treatment system as cleaning water for a wet scrubber that cleans exhaust gases generated by local exhaust ventilation systems as well as water for green areas within the plant. This is intended to reduce the amount of industrial water used.

The wastewater treatment system uses a biological membrane treatment system (ACTICONTACT), a treatment method using aerobic organisms with a special carrier called Actilite to which bacteria are attached.

The wet scrubber is a standard type consisting of a filler, shower, and mist separator. Periodic measurements of exhaust gases are also taken to ensure that the exhaust treatment is functioning properly. The reuse of this treated wastewater has resulted in an annual reduction of approximately 3,000 m³ of industrial water consumption. This is equivalent to approximately 30% of the industrial water used in a year.



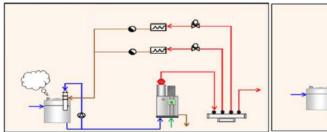
Wastewater treatment system

Reduction of Water Consumption by Recovering Boiler Cooling Water

Nisshinbo Saeron (Changshu) Automotive Co., Ltd. in China uses a single gas boiler to supply steam for the sewage treatment facility and humidifying steam for the plant during the fall and winter seasons. The boiler steam cooling water is discharged to an external sewage treatment plant via the plant's drainage channel

For heat recovery and water reuse, the company commissioned a boiler manufacturer to retrofit the plant in 2023, adding one additional cooling water warming tank, 38 meters of collection pipe, and one water supply pump. Cooling water self-flows through the piping to a heat-retention tank, and water is returned to the boiler through a pump for reuse. The quality of the cooling water is relatively good, enabling stable recovery and reuse of water while meeting the usage demand of the boiler and reducing wastewater volume by 1,200 m³ per year.

The heat recovery process also reduces the use of city gas fuel, which saves 12,000 m³ of gas fuel per year, or 23 t-CO2 per year in terms of CO2 emissions.



Flow diagram before boiler steam drain recovery

Boiler steam drain recovery flow chart

Reduction of RO Water Usage

Nisshinbo-Continental Precision Machining (Yangzhou) Co., Ltd. in China examined the possibility of saving energy and reducing resource use under the circumstance that environmental requirements in China are becoming stricter each year, provided that it does not affect equipment capacity and product quality. The company uses a lot of water throughout the year in its plants, so the idea of reducing water use came up as a suggestion. Therefore, the company considered the balance between quality impact and resource use reduction, and by reducing the number of backwashes of the high-pressure washer (HPW), the company was able to save 1,707 m³ of hazardous waste water discharge and RO water usage per year.

Before reduction: RO water consumption 14,300 \mbox{m}^{3} (actual in 2022)

After reduction: RO water consumption 12,600 \mbox{m}^{3} (actual in 2023)

Reduction details: Annual tap water consumption = $1,707/70\% = 2,400 \text{ m}^3$ (RO water purification ratio 70%: 30%)

Reduction of Water Consumption by Changing Air Compressor Operation Method

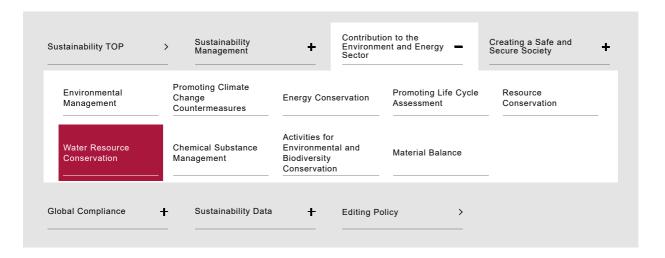
Nisshinbo Chemical Inc. Tokushima Plant was equipped with air compressors as utility equipment with two 22 kW water-cooled inverter type compressors in main alternating operation and one 7.5 kW air-cooled on/off type compressor in standby operation. The main operation of air-cooled compressors is effective in reducing water consumption, but the challenge was how to keep the water-cooled inverter type on standby.

First, to establish the conditions under which the air-cooled system would be used as the main operation, the company surveyed the air consumption of each manufacturing facility and established a manufacturing facility operation pattern that would allow stable air supply at 7.5 kW with the air-cooled system.

Next, to put the water-cooled compressor on standby, the company changed each set pressure and sequence control of the water-cooled compressor, so that even in the unlikely event that the air-cooled 7.5 kW compressor could no longer feed air stably, and the water-cooled compressor would start up only when necessary. As a result of the above, filtered water consumption relative to production volume in FY2023 was reduced by 2.6 m³/t compared to FY2022 and by 2,200 m³ in FY2023 actual.

Initiatives to Reduce Water Consumption

Nisshinbo Textile Inc. uses running water to cool crushers and extruders in the elastomer production process. Automatic valves were installed on the frequently-operated units, and ball valves were installed on the infrequently operated units to reduce usage by stopping the valves when not in use. Water consumption was reduced by 30% from 8,100 m³/month in the second half of 2022 to 5,700 m³/month in the full year of 2023 after the completion of measures to increase the production of mask tapes.



■ Group Companies

Japan Radio Co., Ltd.

Nisshinbo Micro Devices Inc.

NISSHINTOA IWAO INC.

KOKUSAI DENKI Electric Inc.
D-CLUE Technologies Co., Ltd.
Nisshinbo Chemical Inc.

Nagano Japan Radio Co., Ltd. Nisshinbo Brake Inc. Nisshinbo Textile Inc. JRC Mobility Inc.

Nisshinbo Mechatronics Inc.



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Business Lines

Investor Relations

Research & Development

* > Sustainability > Contribution to the Environment and Energy Sector > Chemical Substance Management

Chemical Substance Management











The Nisshinbo Group's Business Conduct Guidelines include Awareness and Concern towards its environmental impact. The Group properly manages hazardous substances, implements measures to prevent leakage in accordance with the laws and regulations of each country, strives to properly manage substances contained in its products, and faithfully realizes a safe and secure society for all people. The Group manages key performance indicators (KPIs) as part of systematic measures to reduce the emissions of PRTR* substances per sales, to achieve its environmental target.

[Main measures]

- ① Conducting appropriate control and anti-leakage measures for hazardous materials through ISO 14001 activities in accordance with the laws and regulations of each country
- ② Reducing the use of substances subject to PRTR and reducing the release and transfer of substances subject to PRTR at manufacturing sites
- ③ In the Precision Instruments business, switching of cleaning agents used in cleaning processes to products not covered by PRTR
- 4 Provide emergency response training for chemical substance leaks
- * PRTR substances: Substances subject to the Pollutant Release and Transfer Register (PRTR) system pursuant to the "Act on the Confirmation, etc. of Release Amounts of Specific Chemical Substances in the Environment and Promotion of Improvements to the Management Thereof" and reports of their amounts of release and transfer must be filed.
 - ▶ Sustainability Promotion Plan and KPIs

Please refer to "Promotion System" in "Environmental Management" for the promotion system.

Promotion System

Specific Initiatives of The Nisshinbo Group

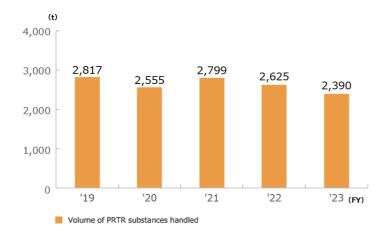
Volume of Chemical Substances Handled

In FY2023, The volume of substances subject to PRTR handled by the Nisshinbo Group was 2,390 t, down 9% year-on-year (YoY). The volume of methylene bis (4,1-phenylene) diisocyanate decreased due to lower production of spandex and elastomers in the Textiles business.

Major items making up the Nisshinbo Group's volume of PRTR substances handled were antimony, chromium, and trivalent chromium compounds as raw materials for brake friction materials and isocyanates, the raw material for heat insulating material.

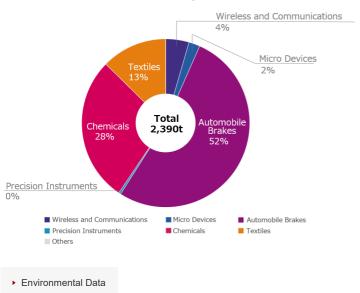
The Automobile Brakes business accounted for 52% of the overall volume of chemical substances handled by the Group.

Trends in the Volume of PRTR Substances Handled



- *1 Because of the transfer of all shares of TMD FRICTION GROUP S.A. (TMD), a subsidiary in the Automobile Brakes business, on November 30, 2023, and for other factors, TMD and 21 other companies were excluded from the scope of consolidation. Therefore, TMD and 21 other companies are included in the data until November 2023.
- *2 On December 27, 2023, HVJ Holdings, Inc. and its subsidiary Hitachi Kokusai Electric Inc. and 7 other companies were included in the scope of consolidation, but are not included in the data for EV2023

Volume of PRTR Substances Handled by Business

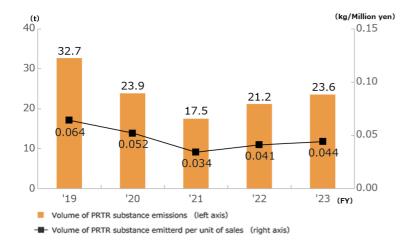


Volume of Chemical Substance Emissions

In FY2023, the Nisshinbo Group's volume of PRTR substance emissions totaled 23.6 t, up 11% year on year. Volume of PRTR substance emissions per unit of sales was 0.044 kg per million yen, up 8% year on year. Although the amount of paint used was reduced at Nanbu Plastics Co., Ltd. Susono Plant through a variety of improvement activities, such as standardization of paint conditions and digital setting of paint application flow rates, the amount of PRTR substances released into the environment increased due to changes and additions to the substances subject to the PRTR system as a result of the revision of the Chemical Substances Control Law*1.

*1 Chemical Substances Control Law: Law Concerning Reporting, etc. of Releases to the Environment of Specific Chemical Substances and Promoting Improvements in Their Management

Trends in Volume of PRTR Substance Emissions and Volume of PRTR Substance Emissions per Sales



^{*1} Because of the transfer of all shares of TMD FRICTION GROUP S.A. (TMD), a subsidiary in the Automobile Brakes business, on November 30, 2023, and for other factors, TMD and 21 other companies were excluded from the scope of consolidation. Therefore, TMD and 21 other companies are included in the data until November 2023.

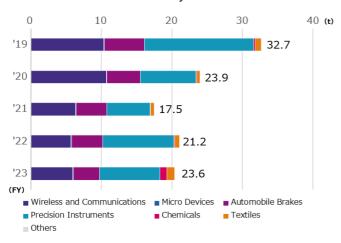
Emission Breakdown by Chemical Substance

Chemical Substance	Discharge Amount(t)	Ratio
Toluene	7.8	32.9%
Xylene	3.2	13.4%
1-Bromopropane	2.4	10.3%
Ethylbenzene	1.5	6.5%
Phenol	1.4	5.8%
Antimony and Other Compounds	1.1	4.5%
Others	6.3	26.6%

Toluene accounted for the highest proportion of emitted chemical substances, at 33% of the total.

By business, the proportion of the Precision Instruments business releasing toluene, xylene, and 1-bromopropane was 41% of the total.

Volume of PRTR Substances Emitted by Business



^{*1} Because of the transfer of all shares of TMD FRICTION GROUP S.A. (TMD), a subsidiary in the Automobile Brakes business, on November 30, 2023, and for other factors, TMD and 21 other companies were excluded from the scope of consolidation. Therefore, TMD and 21 other companies are included in the data until November 2023.

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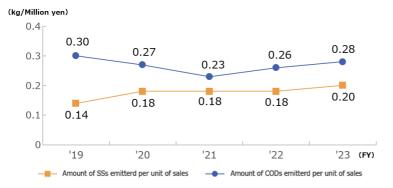
^{*2} On December 27, 2023, HVJ Holdings, Inc. and its subsidiary Hitachi Kokusai Electric Inc. and 7 other companies were included in the scope of consolidation, but are not included in the data for FY2023.

Purification of Wastewater

In FY2023, the Nisshinbo Group's volume of suspended substances (SSs) emissions per unit of sales totaled 0.20 kg per million yen, up 14% year on year. The volume of CODs* emissions per unit of sales was 0.28 kg per million yen, up 7 % year on year. In the Micro Devices business, Nisshinbo Micro Devices (Thailand) Co., Ltd. saw an increase in the CODs emissions due to the start of a new plating process.

* Chemical Oxygen Demand (COD): An index of water contamination expressed as the volume of oxygen chemically required or chemically consumed

Trends in Amount of SSs Emissions per Unit of Sales and Amount of CODs Emissions per Unit of Sales



- *1 Because of the transfer of all shares of TMD FRICTION GROUP S.A. (TMD), a subsidiary in the Automobile Brakes business, on November 30, 2023, and for other factors, TMD and 21 other companies were excluded from the scope of consolidation. Therefore, TMD and 21 other companies are included in the data until November 2023.
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 - ► Environmental Data

Atmospheric Releases

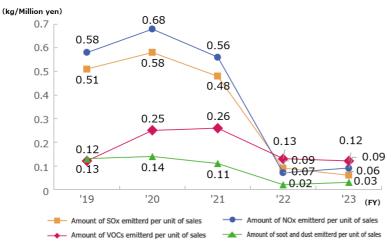
In FY2023, the Nisshinbo Group's sulfuric oxides (SOx) emissions per unit of sales was 0.07 kg per million yen, up 7% YoY. Nitrogen oxides (NOx) emissions per unit of sales was 0.09 kg per million yen, down 5% YoY. Volatile organic compounds (VOCs*) emissions per unit of sales was 0.12 kg per million yen, down 7% YoY. Soot and dust emissions per unit of sales was 0.03 kg per million yen, unchanged down 27% YoY.

PT. Nikawa Textile Industry (Indonesia), the Textiles business, stopped using coal boilers in November 2021 and eliminated the use of coal, resulting in a significant decrease in SOx and NOx emissions for the Group from FY2022.

VOC emissions have decreased because of the decrease in the use of acetone as a result of a decrease in production in the Chemicals business. Soot and dust increased at Nisshinbo Micro Devices (Thailand) Co., Ltd. in the Micro Devices business because of the increase in the number of boilers in operation as a result of a new plating process.

 * Volatile Organic Compounds (VOCs): Volatile organic compounds, such as toluene

Trends in Amount of SOx Emissions per Unit of Sales, Amount of NOx Emissions per Unit of Sales, Amount of VOCs Emissions per Unit of Sales and , Amount of soot and dust Emissions per Unit of Sales



^{*1} Because of the transfer of all shares of TMD FRICTION GROUP S.A. (TMD), a subsidiary in the Automobile Brakes business, on November 30, 2023, and for other factors, TMD and 21 other companies were excluded from the scope of consolidation. Therefore, TMD and 21 other companies are included in the data until November 2023.

^{*2} On December 27, 2023, HVJ Holdings, Inc. and its subsidiary Hitachi Kokusai Electric Inc. and 7 other companies were included in the scope of consolidation, but are not included in the data for FY2023.

Specific Activities of the Group Companies

Chemical Substance Education Based on Education and Training Plan and Others

JRC Tokki Co., Ltd. conducts different types of training once a year for employees engaged in relevant operations based on an education and training plan. For the proper management of chemical substances, the company provides education on the basics of chemical substances, proper handling of organic solvents, and legal revisions, and at the end of the course, students take a quiz to determine their level of understanding.

In addition, during the emergency response training (chemical spill response), practical training, which had been canceled because of the COVID-19 disaster, was held for the first time in three years. In accordance with company standards, all participants were able to take appropriate action, including the discovery of chemical substance leaks, reporting through the emergency response route, and implementing measures to deal with the leakage situation. Unlike the paper-based training until 2022, the practical training included many questions about how to wear protective equipment and the hazards of chemicals, confirming that employees' awareness of emergency situations increased.

The company will continue to make efforts to prevent employee safety and environmental pollution by ensuring that safety education activities do not become a mere formality.



Emergency response training

Power Equipment Emergency Treatment Training

Nisshinbo Micro Devices Fukuoka Co., Ltd. conducts emergency drills three times a year in cooperation with the Power Equipment and Environmental Response Division (Facility Environment Section) and the power equipment operation and management contractor (Fukuoka Plant of Kyokuyo Semiconductors Co., Ltd.) in response to possible power equipment leakage accidents (city gas, chemicals, high-pressure gas).

The power equipment, which has been in operation since 1984 and is approaching its 40th year, is being maintained regularly, and efforts are being made to ensure a stable power supply through life extension and planned upgrades, but there is a risk of a serious accident if a leak occurs. The company conducts drills on a daily basis to be prepared for unforeseen situations and to be able to respond safely and quickly to limit the spread of damage and prevent secondary damage and victims.

The current training was conducted under the scenario of sulfuric acid leakage due to damage to transfer piping from a sulfuric acid tank and possible leakage out of a gutter. This activity is carried out to prepare for unforeseen events by changing the assumed leakage points of chemicals used in the power equipment every year.





Emergency Response Training Based on The Assumption of a Hazardous Chemical Leak

Nisshinbo Micro Devices (Thailand) Co., Ltd. in Thailand conducts an emergency response drill for hazardous chemical substance leaks every February and March.

In the event of a hazardous chemical spill, the company needs to take prompt action, so the following emergency response drills are conducted to prepare for such an event.

- ① Acquisition of knowledge of chemical substances through lecture format Understanding of the properties, storage methods, storage facilities, and transportation methods of chemicals using SDS, and understanding of the effects on the environment and humans in the event of leakage or contact with the human body
- 2 Practical training through simulation

In FY2023, the company conducted an emergency response drill based on the scenario of a leakage of chemicals used at the No. 2 Pure Water Plant. The drill simulates a situation in which a chemical moving from a storage room falls from a cart and leaks onto a road on the premises. In the event of a chemical spill of 10 liters or more onto a road, the person on site who determines that a spill has occurred will take steps to contact the chemical response team in accordance with the communication route. The chemical response team will then treat the leak and notify safety and environmental personnel.

By conducting drills based on such specific scenarios, the company is prepared for an emergency response to hazardous chemical substance leaks.



Emergency response training

Hazardous Materials Emergency Response Test

Nisshinbo Mechatronics Inc. Miai Machinery Plant has prepared a procedure for dealing with a possible leakage of hazardous materials (cutting oil) from inside a hazardous materials storage facility to the outdoors in the event of an earthquake or other disaster.

The procedures are ① detection, ② emergency contact, ③ leak prevention work, ④ emergency treatment, ⑤ waste oil recovery, and ⑥ restoration contact in that order. The company conducts a test once a year to confirm that the procedures are actually effective. For testing, members who are expected to actually perform the work gather together to confirm the contents while working according to the procedure manual, and if there are areas for improvement, the manual is also being reviewed. In previous tests, the company has reviewed the position and quantity of sandbags and adsorption mats. Safety points are also included to ensure safe operations. During testing, the company makes every effort to reaffirm our social responsibility as a corporate organization, in addition to the impact on the environment and ecosystems if procedures are not followed.



Hazardous materials emergency response test

Nisshinbo Precision Instrument & Machinery Hiroshima Corp. has prepared a list of emergency situations in accordance with the Environmental Management System. At the beginning of the year, when the environmental action plan is prepared, each department is encouraged to conduct emergency drills.

The company is particularly proactive in providing education and training to production departments that use many chemicals and to development departments that use chemicals. In the previous year, training was conducted on ① cutting oil leaking outside the plant, ② hydrocarbon cleaning fluids (Class 2 petroleum) leaking downstairs, ③ methanol and ethanol handling and emergency procedures, ④ caustic soda flake spills, and ⑤ handling chemical leaks. These emergency response drills have been conducted on an ongoing basis and have become well known throughout the department. The company is now planning to expand the number of participating members to include related departments. The company hopes that this will further raise awareness of the hazardous nature of chemical substances among employees. The company also plans to move forward with drills that focus not only on emergencies that significantly affect the environment but also on infrastructure-related supply disruptions.



Emergency response training

Education on The Use, Management, and Leakage of Chemicals

Nisshinbo Mechatronics (Shanghai) Co., Ltd. (China) conducted chemical product management in compliance with laws and regulations and provided relevant departments with training on how to use and manage chemical products and on chemical product, leaks in order to prevent chemical product leaks.

For education on how to use and manage chemicals, the company created a procedure manual for the use of chemicals that describes precautions for the safe use of chemicals and how to manage them in accordance with laws and regulations, provided guidance according to the manual, and began the operation. The company's health and safety manager periodically checks the operational status.

In addition to the initial response procedures in the event of a leak (sealing off and isolating the leaking area, wearing safety equipment and evacuating the area, taking appropriate measures for chemical leaks, etc.), the company prepared educational materials and provided guidance on how to wear masks when hazardous gases are generated, fire prevention measures due to chemical leaks, and how to respond in the event of a fire.

The company will continue to provide education and training to ensure that chemical management complies with laws and regulations and to prevent accidents caused by chemical product leaks.



Chemical use procedures manual

Emergency Response Training for a Chemical Leak

Every year, the Nisshinbo Chemical Inc. Toke Development Center and the Nisshinbo Holdings Inc. R&D Center jointly conduct an emergency response drill for a hypothetical chemical substance leak as part of their annual disaster prevention training.

In FY2023, training was conducted in November on the assumption of a chemical leakage due to the toppling of chemicals (18-liter drums) stored in an indoor storage facility at the Toke Development Center after a major earthquake. In addition to overall training, each workplace unit conducts training as part of EMS activities, and the company continues its efforts to maintain a system in which all employees who handle chemical substances can respond appropriately in the event of an emergency.





Emergency response training

Received the Award for Excellence in Accuracy Control at the 16th Total Accuracy Control Project of the Japan Association for Working Environment Measurement

Nisshin Environmental Planning Inc. participated in the 2023 Comprehensive Accuracy Control Project (Japan Association for Working Environment Measurement), which evaluates the technical capabilities of working environment measurement organizations. As a result, the company was recognized as an excellent institution and awarded in June 2023 for its efforts in precision control in the three areas of design (measurement plan), sampling, and analysis, and in all four areas of analysis (dust, organic solvents, metals, and specified chemical substances) for which the company is registered as an institution.

The significance of working environment measurement is based on the premise that a series of processes from measurement design, sampling, and analysis are properly and accurately conducted. Even if a working environment measurement organization is commissioned to measure the working environment, if the results obtained are not an accurate representation of the actual conditions at the workplace, they will not only not serve as a guideline for working environment management but may also lead to incorrect management.

The company believes that the high evaluation of their technical capabilities related to working environment measurement will lead to the expansion of chemical substance management operations, which will be strengthened in the future.



Excellent institution award

Certification for Sustainable Practices

PT. Nisshinbo Indonesia has received the following certifications for its sustainable practices.

OEKO-TEX®*1 STANDARD 100*2

OEKO-TEX® STeP*3

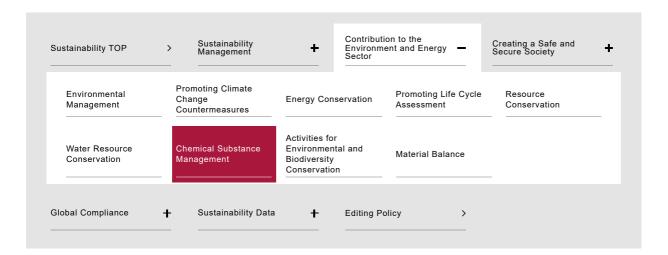
GOTS*4 (The Global Organic Textile Standard)

OCS^{*5} (The Organic Content Standard)

- *1 OEKO-TEX®: An association (OEKO-TEX® International Community) established in 1992 with headquarters in Zurich, Switzerland, is an organization that has established a system to certify the safety and reliability of textiles and includes independent testing and research institutes from 15 European countries and Japan.
- *2 OEKOTEX® STANDARD 100: An important indicator for trade and consumption in more than 100 countries as a sign of the world's highest standard of safe textile products, given only to products that have passed strict analytical tests covering more than 350 hazardous chemicals to cover all national regulations.
- *3 OEKO-TEX® STeP: Certification of the level of sustainability of textile factories and companies.
- *4 GOTS: Organic standard for processing textiles (textile products), which covers textile products in the broad sense, such as yarn, fabrics, and clothing.
- *5 OCS: Certification for the production and manufacture of products containing organic fibers.



OEKO-TEX® STeP Certification



□ Group Companies

Japan Radio Co., Ltd. Nisshinbo Micro Devices Inc. NISSHINTOA IWAO INC. KOKUSAI DENKI Electric Inc.
D-CLUE Technologies Co., Ltd.

Nisshinbo Chemical Inc.

Nagano Japan Radio Co., Ltd.

Nisshinbo Brake Inc.

Nisshinbo Textile Inc.

JRC Mobility Inc.

Nisshinbo Mechatronics Inc.

NSSH NBO **Business Lines** Investor Relations News Sustainability Research and Development 2025 Wireless and | Management Information Nisshinbo Group Human Rights Communications Statement 2024 | Corporate Governance Value-Creation Process Microdevice 2023 Highlight from Integrated Automobile Brakes Materiality Sustainability Promotion Plan Precision Instruments IR Library **Contact Us** and KPIs Financial Highlights Information Disclosure Based Stock-Related Information **Group Overview** Textiles on TCFD Recommendations Real Estate Investor Relations News Message from the President Environmental Management Other IR Information Corporate Vision Respect for Human Rights Transition of Business Intellectual Properties Portfolio Promoting Responsible Supply Strategic Business Domains Chains Corporate Profile Thorough Compliance and Corporate Ethics Internal Control GRI Content Index

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♠ > Sustainability > Contribution to the Environment and Energy Sector > Activities for Environmental and Biodiversity Conservation

Activities for Environmental and Biodiversity Conservation











The Nisshinbo Group's Business Conduct Guidelines include Awareness and Concern towards its environmental impact. The Group will deepen its awareness of biodiversity protection, promote biodiversity conservation activities, and faithfully realizes a safe and secure society for all people. The Group manages key performance indicators (KPIs) as part of systematic measures to achieve its environmental targets regarding strengthening of biodiversity conservation activities.

[Main measures]

- ① Participation in biodiversity conservation activities (satochi-satoyama conservation, forest conservation, marine conservation, etc.) conducted in protected areas
- 2 Protection and conservation activities for threatened species
- ③ Activities in collaboration with local communities, local governments, NPOs and NGOs, universities, local companies, supply chains, and other organizations
- 4 Environmental beautification activities around the business sites
 - Sustainability Promotion Plan and KPIs

Please refer to "Promotion System" in "Environmental Management" for the promotion system.

▶ Promotion System

Specific Initiatives of The Nisshinbo Group

Participating in the Japan Business and Biodiversity Partnership

Nisshinbo Holdings Inc. participates in the Japan Business and Biodiversity Partnership, a group that engages in activities to conserve biodiversity. The Partnership is composed of economic organizations, businesses, NGOs, and local governments.

The Nisshinbo Group's activities to conserve biodiversity began in FY2015. As of the end of FY2023, activities were underway in 11 projects in Japan and 5 in other countries.



Endorsement of the "Keidanren Declaration on Biodiversity and Action Guidelines (Revised Version)"

The Nisshinbo Group has endorsed the Declaration of Biodiversity by Keidanren (revised edition).

Please refer to the URL below for details of the Keidanren Declaration of Biodiversity and Revised Action Guidelines.

In 2018, Keidanren revised this declaration and action guidelines in response to major trends both at home and abroad, such as SDGs and the Post-Aichi Targets*. The revised declaration aims to "realize a sustainable society through the construction of a society in harmony with nature."

In addition, Keidanren released the Keidanren Declaration of Biodiversity Initiative. This report contains the names of companies and organizations (logo marks) that expressed their endorsement with the revised declaration and action guidelines and also introduces its Group.

Regarding the Keidanren Declaration of Biodiversity Initiative, please refer to the URL below.

https://www.keidanren-biodiversity.jp/logo_en.php 🗖

In 2009, the Nisshinbo Group endorsed the Keidanren Declaration of Biodiversity and Action Guidelines, established by the Keidanren, and after conducting surveys and educational programs, launched the Biodiversity Conservation Activities in 2015, expanding the scope of our Activities.

* Post-Aichi Biodiversity Targets: Global Biodiversity Targets for 2020 and beyond



Keidanren Declaration on Biodiversity

Activities to Conserve Biodiversity

The Nisshinbo Group started biodiversity conservation activities in FY2015 and expanded the scope of activities by participating in biodiversity conservation activities (activities of satochi-satoyama conservation, forest conservation, and marine conservation) conducted in protected areas by protecting threatened species and conducting conservation activities in collaboration with regional and local governments, NGOs and NPOs, universities, local companies, and supply chain entities. Currently, Nisshinbo Group is engaged in biodiversity conservation activities at eleven business sites in Japan and five sites overseas.

11 activities in Japan

Company, Business Site	Related Aichi Targets Details of Preservation Wildlife Being Protected	
Japan Radio Co., Ltd.	Target 11: Preservation of important ecosystems Activities: Feasibility study of marine plastic litter collection and monitoring function in collaboration with Tokyo University of Marine Science and Technology Wildlife being protected: Marine life in Tokyo Bay and the other waters around Japan	Collection and monitoring of marine plastic litter
Nagano Japan Radio Co., Ltd. Head Office & Factory	Target 5: Preservation of natural habitats Activities: Afforestation and preservation of a forest near business sites, the "Forest of Nagano Japan Radio" (Matsushiro-cho, Nagano Prefecture, 0.4ha) Wildlife being protected: Ecosystems and endemic species cultivated in Japanese larch forests (species to be protected not specified)	Afforestation and preservation activities
Ueda Japan Radio Co., Ltd.	Target 5: Preservation of natural habitats Activities: Tree planting and conservation in SGEC* certified forests managed by the Josho Shinrin Ninsho Kyogikai (Nagano Prefecture) Wildlife being protected: Ecosystems and endemic species cultivated in Japanese larch forests (species to be protected not specified) * SGEC: Sustainable Green Ecosystem Council. The Sustainable Green Ecosystem Council is a general incorporated association that manages and operates a forest certification system to realize sustainable forest management in Japan.	Afforestation and preservation activities
Nisshinbo Micro Device Inc. Head Office and Kawagoe Works Japan Radio Glass Co., Ltd. Head Office Plant	Target 11: Preservation of important ecosystems Activities: Preservation of the Shingashigawa River waterfront environment near business sites (Fujimino, Saitama Prefecture)	

	Wildlife being protected: Flora and fauna near the Shingashigawa River (species to be protected not specified)	Waterside environmental conservation activities
Nisshinbo Micro Devices AT Co., Ltd.	Target 5: Preservation of natural habitats Activities: Efforts to restore Kashibaru Marsh vegetation around the middle of the Showa period Wildlife being protected: Flora and fauna inhabiting Kashibaru Marsh	Environmental conservation activities in marshlands
Nisshinbo Brake Inc. Tatebayashi Plant	Target 12: Preservation of endangered species Activities: Preservation activities at the Nakanonuma Nishinuma swamp in Ora-machi, Ora-gun, Gunma Prefecture Wildlife being protected: Carassius auratus subsp.2 (Ministry of the Environment: Threatened category II), etc.	Extermination of alien species
Nisshinbo Mechatronics Inc. Miai Machinery Plant NJ Components Co., Ltd. Okazaki Plant	Target 11: Preservation of important ecosystems Activities: Habitat creation for dragonfly varieties at the on-premises Masuda Park Wildlife being protected: Dragonflies (anticipated arrival and breeding of the Asian Bluetail, the lessor emperor and other dragonflies)	Extermination of alien water lilies
Nisshinbo Precision Instrument & Machinery Hiroshima Corp.	Target 14:Activities to create good water resources and water environment Activities: Preservation of the mountain and water environment, including forests, streams, and ponds, and cultivation in Ikoinomori Park (Mt. Ryuoh, Higashihiroshima City, Hiroshima Prefecture) Wildlife being protected: Ecosystems and endemic species cultivated in the Forest of Rest and Mt. Ryuoh (species to be protected not specified)	Scene of the forest conservation activities
Nisshinbo Holdings Inc. R&D Center Nisshinbo Chemical Inc. Toke Development Center	Target 12: Preservation of endangered species Activities: Surveys, protection and propagation of valuable species living in the surrounding forest (Onodai, Midori-ku, Chiba) Wildlife being protected: Cephalanthera falcata (Thunb.) Blume (Ministry of the Environment: Threatened category II)	Protection of Cephalanthera falcata (Thunb.) Blume
Nisshinbo Textile Inc. Fujieda Plant	Target 12: Preservation of endangered specie Activities: Preservation of water quality at a pond on the plant site Wildlife being protected: Japanese rice fish (Ministry of the Environment: Threatened category II)	Pond for preserving Japanese rice fish

Nisshinbo Textile Inc. and Nisshinbo Holdings Inc. and Nisshinbo Chemical Inc. Tokushima Plant

Nisshinbo Textile Inc. Yoshinogawa Plant Target 12: Preservation of endangered species

Activities: Propagation of fish fry donated by Tokushima Prefecture in fire protection water tanks and release into the river several years later

Wildlife being protected: The golden venus chub (Tokushima Prefecture: Threatened category IA; Ministry of the Environment: Threatened category IB)



The golden venus chub

5 Overseas Activities

Company, Business Site	Related Aichi Targets Details of Preservation Wildlife Being Protected	
Shenzhen NJRC Technology Co., Ltd. (China)	Target 12: Preservation of endangered species Activities: Environmental conservation activities at business sites Wildlife being protected: Cyathea spinulosa (Japanese name: Hego) (China's secondary priority protection level)	Tree planting and conservation activities
Nisshinbo Micro Devices (Thailand) Co., Ltd. (Thailand)	Target 11: Preservation of important ecosystems Activities: Tree planting and dam making in forest areas upstream of the Khun Nam Rive Wildlife being protected: Animals and plants around the Khun Nam River (Wildlife Being Protected not specified)	Building a weir
Nisshinbo Somboon Automotive Co., Ltd. (Thailand)	Target 11: Preservation of important ecosystems Activities: Mangrove plantations in the Plase Basin, Rayong Prefecture, Activities Wildlife being protected: Conservation of the ecosystem of crabs, shrimps, shellfish, etc. that inhabit mangroves	Mangrove reforestation activities
Nanbu Philippines Incorporated (Philippines)	Target 11: Preservation of important ecosystems Activities: Cleaning the Maalimango River Activities to Protect Lives' Habitats Wildlife being protected: Animals and plants around the Maalimango River (Wildlife Being Protected has not been identified)	Cleanup activities
PT. Nikawa Textile Industry (Indonesia)	Target 12: Preservation of endangered species Activities: Environmental conservation activities at business sites Wildlife being protected: Cycas Javana (Indonesian endangered species EN)	Tree planting and conservation activities

Specific Activities of the Group Companies

Participation in the Nigiyakana Mori Project

Ueda Japan Radio Co., Ltd. signed an agreement with the Josho Shinrin Ninsho Kyogikai and the Ueda Regional Promotion Bureau to participate in the Nigiyakana Mori Project as an activity to contribute to global environmental conservation. The project aims to create a forest good for the earth, bustling with

creatures and people in the Ueda area with the government and the company by conducting forest maintenance, research on forestry issues of biodiversity and CO₂ absorption, exchange activities, and information dissemination.

In May 2023, the UE Mori 2023 - Ueda Region Nigiyakana Mori Zukuri (Lively Forest Planting) Gathering was held, and 17 employees from the company participated out of a total of 190 participants. After receiving instructions on how to plant trees, the participants planted 2,300 larch saplings. Participants commented that they were glad to be able to plant trees in a very relaxing environment in a lush green forest while listening to birds chirping. Participating in the event was a good and meaningful experience of feeling the appreciation of nature that will lead to global environmental preservation, including biodiversity and prevention of global warming.

The company will continue to support the creation of rich forests and contribute to the conservation of biodiversity.





Planting larch saplings

Participants in the activity

Conservation Activities of the Original Species of Thoroughwort

The Nisshinbo Micro Devices Inc. Yashiro plant has been carrying out conservation activities for the original species of thoroughwort within the plant as its contribution to biodiversity preservation. The company received seedlings of the original species of thoroughwort, which has been decreasing in number and is in danger of extinction due to riverbank revetment and levee maintenance, and is working to maintain the original species by planting more thoroughwort on the site of the plant. In addition to collecting thoroughwort seeds, personnel also try their hand at making potpourri (fragrance bags), which are made by drying harvested leaves in the shade.

As a side effect of this activity, the company hoped to protect the breeding environment of the chestnut tiger (a traveling butterfly). Unfortunately, the company was unable to confirm the arrival of the chestnut tiger in FY2023 because the flowers were in full bloom from mid-November to early December, instead of the typical blooming period from August to September.

The company will continue to carry out conservation activities for the original species of thoroughwort in the future.



Thoroughwort

Shingashigawa River Beautification Cleanup Activities

The Nisshinbo Micro Devices Inc. Kawagoe plant and Japan Radio Glass Co., Ltd. participated in the Shingashigawa River cleanup activities.

The main member of the Shingashigawa River cleanup activity is the volunteer Flower and Greenery Group, which was established by the Fujimino City Environmental Basic Plan in 2008. The activity is organized by Fujimino City, Kawagoe City, and the Kawagoe Prefectural Land Development Office to contribute to the protection of endangered species (Japanese freshwater crab) by cleaning up and planting trees. The first cleanup activity was held in April 2009 and has continued for more than 10 years. After being canceled in the most recent years due to the COVID-19 disaster, the event was held in November 2023 for the first time in two years and was attended by approximately 100 people, including organizations and individuals from outside the company.

Eleven employees from the Nisshinbo Micro Devices Inc. Kawagoe plant and ten people from Japan Radio Glass Co., Ltd. including employee's families, participated in this activity. The day was blessed with fine weather, and under a clear blue sky and a refreshing river breeze, they picked up discarded items (broken umbrellas, PET bottles, empty bottles and cans) around the riverbed and collected them separately. On the way to the cleanup, participants looked at

the seedlings of wildflowers planted in past activities and could see trees, grass, and insects swaying in the wind, making this a meaningful activity that brought everyone in touch with nature.



Participants in the Shingashigawa River cleanup activities



Separate collection of dumped materials

Participation in the Inagawa River Clean Operation

The Nisshinbo Micro Devices Inc. Ikeda plant participated in the Inagawa River Clean Operation in February 2023 as part of local ecosystem conservation

The Inagawa River runs through the neighborhood of the plant site and is located on the border between Osaka and Hyogo prefectures. In the Inagawa River Clean Operation, a total of 1,450 people, including 43 organizations and companies, as well as the general public, cleaned up 18 locations in the river basin from upstream to downstream in an effort to preserve the local ecosystem. This is usually done in February because the summer grass grows thick and trash on the ground cannot be found. This year's event was the 20th since the first one in 2004.

On the day of the event, the company's employees and their families participated in picking up trash at Inagawa River Athletic Park. In recent years, the problem of marine plastics has been widely discussed, and the employees were able to pick up a large amount of plastic trash, which was thought to have been degraded by ultraviolet rays. Nisshinbo Micro Device Inc. employees recognized once again that the problem was caused by these items being washed into the ocean.



Participants in the Inagawa River Clean Operation

Contributing to the Local Community by Cleaning Up Around the Business Sites

Nisshinbo Micro Devices Fukuoka Co., Ltd. is located approximately 700 meters south of JR Imajuku Station with an elementary school, residential area, and roads in the vicinity of the business sites. The company's predecessor, NJR Fukuoka Co., Ltd. used to go down to the irrigation canal in front of Imajuku Elementary School to clean up the area. Since road renovation (canal filling and sidewalk expansion), cleanup activities around the roads around the company are planned three times a year.

In FY2023, managers and employees who work the day shift actively participated in cleanup activities on the sidewalks on the west and south sides of the company and the surrounding area in March (40 employees), May (64 employees), and October (61 employees). Since the sidewalks to be cleaned also serve as paths for elementary school students going to school, the company is careful not to overlook cigarette butts and other harmful or dangerous objects as part of the cleaning activities.

The company will continue to systematically implement these activities while encouraging employees to participate in community contribution activities.





Cleanup activities around business sites

Environmental Conservation Activities in Kashibaru Marshland

In November 2023, Nisshinbo Micro Devices AT Co., Ltd. raked up fallen leaves and made sandbags to reinforce slopes that had collapsed from heavy rainfall as an environmental conservation activity in the marshland.

Kashibaru Marshland is located 590 m above sea level in the central part of Saga Prefecture and is one of the best natural environments in Kyushu with many rare and highly threatened plants and animals. However, the surrounding forests were last logged in the 1950s, and the growing forests have revealed the following problems in preserving the wetlands:

- · Leaves and branches accumulate in the wetlands making it impossible for smaller plants to grow
- · Excess nutrients from accumulated litter flow into wetlands upsetting the marsh balance

This was the seventh year for the marshland's environmental conservation activities, which began in 2017, and a total of 87 people participated, including employees, their families, and participants from a local junior volleyball team that practices at the company's gymnasium. The day was warm and sunny, and participants worked up a nice sweat.

The company will continue its environmental conservation activities to protect this valuable ecosystem.



Environmental conservation activities in the marshlands



Participants in the activity

Activities to Reduce the Impact of Forest Fires on Ecosystems

In February 2023, 31 employees of Nisshinbo Micro Devices (Thailand) Co., Ltd. participated in an environmental conservation activity organized by the Industrial Estate Authority of Thailand (IEAT).

The company worked with government officials and forestry officials to develop fire prevention and management measures in the Makua Chea sub-district of the Khun Nam watershed forest area and in the Mueang Lamphun District of Lamphun Province. Widespread forest fires are very dangerous to the animals that inhabit the area. In addition to the destruction of the ecological environment, forest fires caused by wildfires are common in northern Thailand, leading to a PM2.5 problem.

In recent years, the subject area has exceeded the Biological Impact Standards of the Pollution Control Department of the Thai Government and is now a designated area of the National Parks and Animal Health Department for remediation.

Participation in environmental preservation activities this time helped to strengthen the ecosystem. It was also an effort to raise employee awareness of environmental conservation.







Participants in the activity

Mangrove Reforestation Activities

Nisshinbo Somboon Automotive Co., Ltd. in Thailand has been participating in mangrove reforestation activities continuously since 2018. In 2023, the company carried out reforestation activities at Namdaeng Beach in Rayong Province.

Mangroves are a general term for plants that grow in brackish intertidal zones, such as estuaries, in tropical and subtropical regions. Many mangroves have respiratory roots, and Hirgitaceae, such as *R. mucronata* and *R. apiculate*, grow in Thailand. Mangrove forests, like other forests, not only absorb carbon dioxide, a greenhouse gas, but their dense respiratory roots block the flow of rivers and tides, leading to the deposition of nutrient-rich organic matter, which in turn creates a unique and diverse ecosystem on which to build.



Mangrove Plantation



With Mangrove saplings

Environmental Beautification Activities Around the Plant

Saeron Automotive Corporation in South Korea has been conducting environmental beautification activities around the plant on a regular basis (once a month) since 2008 in order to preserve the environment while contributing to the local community.

As an event in which employees regardless of job class participate, in 2023, 110 employees, including managers, used cleaning tools to pick up trash and cleaned the roads (farm roads) together with neighborhood residents. Because of the spread of the COVID-19, activities were suspended for a while from 2020 to the first half of 2022, but since then, environmental beautification activities have been actively carried out.

The employees gave positive feedback, such as, "I was able to feel a sense of ownership of the company," and "I was able to reaffirm the importance of environmental beautification." In addition, the company will continue to contribute to the local community and environment by weeding around roads not owned by the company twice a year to ensure a clear view for passing vehicles.





Environmental beautification activities

Volunteer Activities for Biodiversity Conservation in Yushan National Forest Park

Since 2014, Nisshinbo Saeron (Changshu) Automotive Co., Ltd. has conducted annual volunteer activities to contribute to the local community. In FY2023, 87 of the company's employees participated in cleaning the area around a mountain (Yushan) trail in the community. This activity has become a hands-on activity to raise employee awareness of environmental protection.

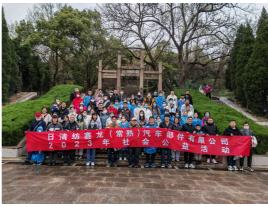
Yushan is the richest biodiversity area in Changshu City. Yushan National Forest Park is a major area for forest bird activity, and the forest birds that winter here every year from October to January of the following year are particularly fond of this resource-rich area of Yushan.

According to the Red List of Chinese Species and the IUCN Red List of Threatened Species, there are 56 rare and endangered species in Changshu City, including 3 extremely threatened (CR), 10 endangered (EN), 21 vulnerable (VU), and 22 near threatened (NT) species. Analyzed by distribution area, mountain forest areas like Yushan National Forest Park and wetlands in the mountain forest areas are distribution areas where endangered species are concentrated, accounting for more than 70% of the total number of endangered species in Changshu City.

Therefore, this activity not only contributes to the environment but also preserves animal habitats and protects biodiversity.



Cleaning around the trail



Volunteers who participated in biodiversity conservation volunteer activities

Participation in "Mountain Groundwork"

In October and December 2023, Nisshinbo Precision Instrument & Machinery Hiroshima Corporation participated in the Mountain Groundwork organized by the Saijo Mountain and Water Environment Organization. The group started with a small number of about 10 people, but the company aims to expand the number of participants in the future.

Ryuouzan in Higashihiroshima City is the home of Saijo's famous water, which moistens rice paddies and serves as brewing water for sake. The Saijo Mountain and Water Environment Organization is working to preserve the water that has nurtured the culture and industry of Higashihiroshima City and to hand over its beautiful hometown to the next generation by maintaining (caring for) Ryuouzan and making woodchips and compost from cleared wood. A diverse group of members ranging from local elementary school students to university students, businesses, and Higashi-Hiroshima City employees gather for the mountain groundwork about four times a year.

In the Mountain Groundwork Project this time, employees were divided into groups and worked under the guidance of a leader to cut down and put together a two-meter-thick thicket of trees. The work required physical strength and perseverance as the participants proceeded to cut down trees on the slopes, but the employees were able to see the mountain grow even more as sunlight began to shine into the areas that had been groomed. The participants also felt a sense

of accomplishment from the sore muscles felt after the work was done since they had to be careful not to slip and fall. The employees will continue their environmental conservation activities with the aim of expanding the number of participants.







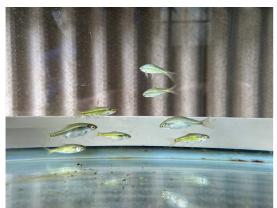
Participants in the "Mountain Groundwork"

Breeding and Conservation Activities for Endangered Species

As part of its biodiversity efforts, Nisshinbo Textile Inc. is promoting conservation activities for endangered species, Japanese rice fish, and golden venus chub at its Tokushima, Yoshinogawa, and Fujieda plants.

In 2017, the Tokushima plant signed an agreement with Tokushima Prefecture and was given 200 Naruto golden venus chub, which it began rearing using fireproof tanks; by FY2023, the plant had successfully propagated the fish to 1,630. Meanwhile, the Yoshinogawa plant signed an agreement with Tokushima Prefecture in 2020, and 30 golden venus chub were transferred from the Tokushima plant. The Yoshinogawa plant successfully propagated up to 350 fish while interacting with high school students in the prefecture who were engaged in similar activities and learning breeding methods. The Fujieda plant also received 150 endangered Japanese rice fish from a neighboring company and successfully propagated them to about 1,200 by breeding them in an aquarium.

Nisshinbo Textile Inc. will continue these activities and strive to contribute to the conservation of other endangered species.



Golden venus chub



Japanese rice fish

Conservation Activities for the Endangered Cycas Javana

PT. Nikawa Textile Industry in Indonesia started conservation efforts in 2019 by planting *Cycas javana* in the green area next to the factory office. *Cycas javana* is an endangered species listed as ENDANGERED: High risk of extinction in the wild on the IUCN Red List.

This activity faced many difficulties, such as obtaining and appraising endangered species and finding a way to grow them. Despite these difficulties, Japanese expatriates and local staff worked together to carefully nurture the *Cycas javana* and have been able to continue conservation activities to this day. Looking at the photos taken when the trees were planted, the grass was less than 1 meter tall, but now the grass has grown into a magnificent figure of nearly 2 meters with many large, lush leaves.

The company will continue its efforts to conserve endangered species in Indonesia, a green country with a wide variety of flora and fauna.







Cycas Javana at the time of planting in 2019

Participation in the Biodiversity Chiba Company Network

The Nisshinbo Chemical Inc. Toke Development Center has been a member of the Biodiversity Chiba Company Network since 2015.

The Biodiversity Chiba Company Network was established with the aim of contributing to the mainstreaming of biodiversity, especially through corporate initiatives on biodiversity in collaboration with Chiba Prefecture and the local community. Currently there are 26 participating companies and 11 support organizations. The relationship with the Network began with consultations on conservation activities for a *Cephalanthera falcata* that was discovered on the grounds of the Toke Development Center and later with participation in a public call for the sale of Japanese white pine.

In 2023, the company participated in a field trip involving Acheilognathus typus and *Copera annulata* conservation activities being undertaken by the NEC Corporation Abiko plant, a company participating in the network. During the site visit, the staff explained the activities for the management of the natural swamp on the property, installation of a biotope, and extermination of invasive alien species.



Explanation by staff at the NEC Corporation Abiko plant site swamp



■ Group Companies

Japan Radio Co., Ltd.

Nisshinbo Micro Devices Inc.

NISSHINTOA IWAO INC.

KOKUSAI DENKI Electric Inc.
D-CLUE Technologies Co., Ltd.
Nisshinbo Chemical Inc.

Nagano Japan Radio Co., Ltd. Nisshinbo Brake Inc. Nisshinbo Textile Inc. JRC Mobility Inc.

Nisshinbo Mechatronics Inc.

NSSH NBO

News	Business Lines	Investor Relations	Sustainability	Research and
2025	Wireless and	Management Information	Nisshinbo Group Human Rights	Development
2024 2023	Microdevice Automobile Brakes	Corporate Governance Highlight from Integrated Report	Value-Creation Process	
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Group Overview	Textiles	Stock-Related Information	Information Disclosure Based on TCFD Recommendations	
Message from the President Corporate Vision Transition of Business Portfolio Strategic Business Domains	Real Estate	│ Investor Relations News │ Other IR Information	Environmental Management Respect for Human Rights Intellectual Properties Promoting Responsible Supply Chains	
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Group Overview

Business Lines

Investor Relations

Sustainability

Research & Development

♣ > Sustainability > Contribution to the Environment and Energy Sector > Material Balance

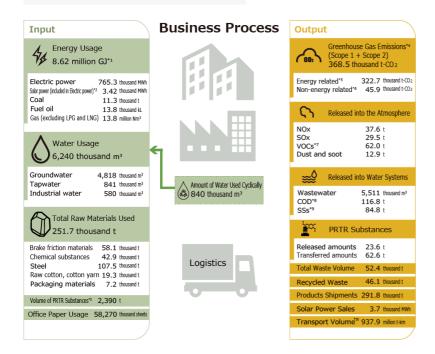
Material Balance



The table below shows the Nisshinbo Group's business activities and environmental impact.

Environmental data sheets for principal subsidiaries are also published.

▶ Environmental Data for Principal Companies



Because of the transfer of all shares of TMD FRICTION GROUP S.A. (TMD), a subsidiary in the Automobile Brakes business, on November 30, 2023, and for other factors. TMD and 21 other companies were excluded from the scope of consolidation. Therefore, TMD and 21 other companies are included in the data until November 2023

On December 27, 2023, HVJ Holdings, Inc. and its subsidiary Hitachi Kokusai Electric Inc. and 7 other companies were included in the scope of consolidation, but are not included in the data for FY2023.

- *1 Gigajoule (GJ): A unit of energy measurement. 1GJ=109 J=about 240,000 kilocalories
- *2 Not including electricity sold under the feed-in tariffs scheme for renewable energy
- *3 PRTR substances: Substances subject to the Pollutant Release and Transfer Register (PRTR) system pursuant to the "Act on the Confirmation, etc. of Release Amounts of Specific Chemical Substances in the Environment and Promotion of Improvements to the Management Thereof* and reports of their amounts of release and transfer must be filed.
- *4 Greenhouse gases
 - · Scope1:

Energy-related Greenhouse Gas Emissions = Σ [Fuel Consumption x CO₂ Emission Factor*4-1]

Non-Energy-related Greenhouse Gas Emissions = Non-Energy-related CO₂ Emissions + Σ [Greenhouse Gas Emissions other than CO₂ × Global warming potential*4-2]

- *4-1 Emission factors based on the Act on Promotion of Global Warming Countermeasures are used. Coal, however, uses a factor calculated based on actual calorific values, which is 1.870 t-CO₂/t in FY2023.
- *4-2 Global warming potential based on the Act on Promotion of Global Warming Countermeasures

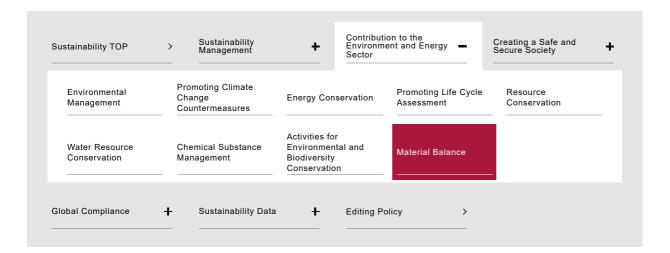
Energy-related GHG emissions = Σ [purchased electricity and purchased steam volume x CO₂ emission factor*4-3]

- *4-3 Purchased electricity uses, in Japan, adjusted emission factors for each electric company based on the Act on Promotion of Global Warming Countermeasures in Japan, and the in foreign countries, the emission factors for each electric company, and if unavailable, country-specific emission factors published for the year in question from "IEA Emissions Factors" are used. Data for FY2021 and earlier use country-specific emission factors for each year from "IEA Emissions Factors 2021". Purchased steam uses an emission factor calculated by the purchasing company (0.0583 t-CO₂/GJ in FY2023).
- *5 Energy-derived greenhouse gas emissions: Greenhouse gas emissions due to fuel consumption.
- *6 Non-energy derived greenhouse gas emissions: Greenhouse gas emissions due to reasons other than fuel consumption, e.g. manufacturing process, waste products, etc.
- *7 Volatile Organic Compounds (VOCs): Emissions of volatile organic compounds such as toluene
- *8 Chemical Oxygen Demand (COD): Chemical Oxygen Demand, or Chemical Oxygen Consumption, is an indicator that shows water contamination levels
- *9 Suspended Solids (SSs): The amount of foreign substances floating in water
- *10 Transportation volume: Total of land, sea, and air transport volumes

► Environmental Data

Input/Output Details [PDF299KB]





□ Group Companies

Japan Radio Co., Ltd.

Nisshinbo Micro Devices Inc.

NISSHINTOA IWAO INC.

KOKUSAI DENKI Electric Inc.
D-CLUE Technologies Co., Ltd.
Nisshinbo Chemical Inc.

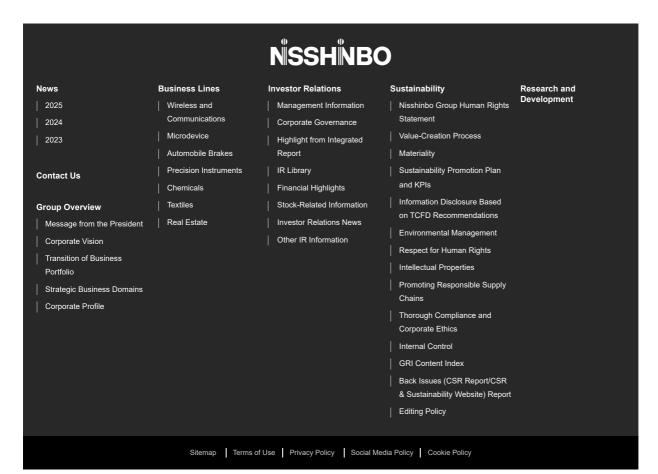
Nagano Japan Radio Co., Ltd.

Nisshinbo Brake Inc.

Nisshinbo Textile Inc.

JRC Mobility Inc.

Nisshinbo Mechatronics Inc.





Research & Development

A > Sustainability > Creating a Safe and Secure Society > Respect for Human Rights

Respect for Human Rights

Basic Concept

The Nisshinbo Group's Business Conduct Guidelines are a set of specific guidelines for behavior that all employees must observe. The first item in the Action Guidelines is "Respect for Human Rights." Furthermore, the Group takes seriously its responsibility to protect human rights as a corporation and thus established the Nisshinbo Group Human Rights Statement, which expresses the desire to respect human rights in words as the Group's management stance.

Nisshinbo Group defines human rights as "the rights of people to live fulfilling lives based on their own diverse choices." The Group believes that companies have a responsibility to ensure that people have the opportunity to make choices to achieve the happiness they desire. By providing products, technologies, and services that protect people's safe and secure living environment, the Group aims to realize the well-being of society in which people, including Nisshinbo Group, and especially children who will live in the future, can lead happy and fulfilling lives.

Nisshinbo Group Human Rights Statement

Promotion System

The Nisshinbo Group is engaged in activities aimed at realizing a society in which human rights are respected under the leadership of the Human Rights Group of the Sustainability Development Department of the Corporate Strategy Center, under a promotion structure in which the director and the chief of the Corporate Strategy Center of Nisshinbo Holdings Inc. serves as chairman of the Sustainability Development Department.

To achieve the "Promoting human rights awareness-raising activities" and "Promoting business and human rights activities" in the Sustainability Promotion Plan, the Group manages targets and Key performance indicators (KPIs) and implements measures to achieve them.

Sustainability Promotion Plan and KPIs

Specific Initiatives of the Nisshinbo Group

In the "Fifth Sustainability Promotion Plan," respect human rights is a key action items, and the following two items were set as targets.

- ① (In Japan) Rate of implementation of Group Human Rights Training, 100% (In overseas) Implementation of human rights awareness-raising activities
- ② Develop human rights policy, introduce and promote Human Rights Due Diligence in fields with high human rights risks

In FY2024, as part of human rights due diligence efforts, the Nisshinbo Group is steadily developing human rights-related systems and relief systems at domestic and overseas group companies and revising the Sustainability Procurement Guidelines based on respect for human rights. The Nisshinbo Group is providing awareness-raising training on human rights issues that raised concerns in a survey conducted in FY2023. Nisshinbo Group is appropriately monitoring the development of the system and engaging in human rights due diligence activities based on a steady PDCA cycle.

In FY2023, in accordance with the Fifth Sustainability Promotion Plan, the Group conducted a survey of 81 domestic and overseas companies as part of its human rights policy formulation and human rights due diligence activities. As a KPI, Nisshinbo Group set a target of 100% implementation rate for the Group human rights training (themes by fiscal year) and promoted activities to achieve the target.

Conduct Human Rights Due Diligence

In order to fulfill the "corporate responsibility to respect human rights" required by the "Guiding Principles on Business and Human Rights" adopted by the United Nations, the Nisshinbo Group established a human rights policy for 2023 and is promoting human rights due diligence initiatives.

In order to understand the current status of the institutional aspects that form the basis for implementing human rights due diligence at each Group company and to link this to corrective measures, the Group conducted the Human Rights Due Diligence Questionnaire: Basic 2023 survey of 81 companies in Japan and overseas to determine basic responses, including institutional development and operation, awareness-raising, and the appropriate measures regarding human rights issues. Basic 2023 was developed (100% response rate). This survey also examines the actual status of each company's initiatives and responses by identifying issues that may lead to human rights risks and examining future initiatives.

▶ Human Rights Due Diligence Initiative

Compliance with Human Rights Laws and Regulations

Based on the Guiding Principles on Business and Human Rights, the Nisshinbo Group will appropriately comply with human rights-related laws and regulations of each country, including the UK Slavery Act, in the countries and regions where the Group companies in Japan and overseas and suppliers conduct business. Specifically, the Group will promote internal awareness and understanding of laws and regulations in the countries and regions where the Group companies in Japan and overseas and suppliers do business and will promote appropriate human rights due diligence initiatives.

Human Rights Awareness Initiatives

In FY2024, Nisshinbo Group will continue to conduct Group Human Rights Training for all Nisshinbo Group companies to deepen the understanding of the Group Human Rights Policy, which is the foundation of the human rights. By focusing on the identification and correction of human rights risks at each company as part of human rights due diligence, the Group will aim to be a company that contribute to the realization of a society that respects human rights with each and every employee having the will to fulfill the corporate responsibility to realize a society in which human rights are respected.

In FY2023, as part of the Group's human rights training, a video message from the president was distributed to employees to inform them of and help them understand the formulation of the Group Human Rights Policy, as well as the background, thoughts, and goals behind the formulation of the human rights policy. In addition, Nisshinbo Group provided human rights training not only for new employees but also for career employees throughout the year to deepen their understanding of respect for human rights as the common will of the Group.

Slogan for Human Rights Awareness

The Nisshinbo Group invites employees of all group companies in Japan and overseas and their families to submit human rights awareness slogans in honor of Human Rights Week in December of each year, and the Group awards prizes for the best works. The Nisshinbo Group also receives human rights messages spelled out in various languages from overseas group companies.

In FY2023, a total of 4,297 entries were received for the human rights awareness slogan contest, including 4,177 from group employees in Japan and overseas and 102 from their families. Of those, approximately 800 were submitted by overseas group companies. After that, rigorous screening was conducted by the Sustainability Development Department of Nisshinbo Holdings Inc. As a result, there were 15 awards, including the Global Special Award. In addition, a Human Rights DD Special Award was held this year, and one outstanding work was selected from among the entries on the theme of business and human rights.

Prevention of Harassment

To prevent harassment, the Nisshinbo Group sets up "Harassment Consultation Counters" at the group companies in Japan and established a system in which multiple contact persons are assigned to provide consultations to employees. The contact person will be appointed by a human resource with the appropriate conditions to handle the consultation at each office. When a new contact person is appointed, the person undergoes the "Training for New Contact Persons for the Harassment Consultation Desk" to acquire the skills to handle consultations. By having all staff in charge take this course across the entire Nisshinbo Group, the Group is working to standardize the consultation skills of all staff in charge. In order to make consultation response more effective, we also offer training mainly through role-playing as a follow-up.

Since 2017, the Nisshinbo Group has provided anger management training for employees of all Group companies in Japan with the aim of preventing power harassment through appropriate emotional control and the promotion of good communication within the workplace. The training consists of two stages: basic training to learn the basics of anger management to better control one's anger, and scolding training for managers to learn how to scold effectively to promote the growth of subordinates. The Group aims to expand the scope of the course to all employees each year.

Participants have given positive feedback, such as "I learned that I can control my anger, and I feel that I can connect this to appropriate communication," and "The content is useful not only at work but also in my daily life in general, and I feel more relaxed by practicing it." Nisshinbo Group aims to expand the scope of the program to include all employees in the future.

Initiatives to Prohibit Discrimination and Respect Human Rights

Nisshinbo Automotive Manufacturing Inc. in the United States conducts annual training for all employees on diversity and inclusion, discrimination, and harassment. The company has a nondiscrimination policy and employment application guidelines that are regularly updated to ensure respect for individuals.

The company has a system in place for employees to discuss concerns that arise among supervisors, subordinates, or fellow employees in the workplace with their immediate supervisor or manager and the Human Resources Department. In this way, the company strives to ensure that each employee respects each other's human rights and dignity.

The company strives to ensure mutual respect among employees and to protect human rights.

Compliance Training by Legal Counsel

At JRC Tokki Co., Ltd. all employees took a training course titled "Power Harassment" over a two-month period from December 2023 to the end of January 2024 as part of regular compliance training provided by the company's legal counsel.

The training was conducted in the form of a training video based on an explanation by the company's legal counsel. The content of the training began with a definition of power harassment, followed by the six types of power harassment, compliance reporting, case studies (court cases), and finally, the elimination of power harassment.

The Power Harassment Prevention Law in Japan went into effect in June 2020. Large companies are required to implement the following measures by June 2020 and small and midsize companies by April 2022. ① clarify employers' policies and raise awareness, ② establish a system necessary to provide consultation and respond appropriately, and ③ take prompt and appropriate action after the fact regarding power harassment in the workplace. The company has once again informed its employees and suppliers of the policy, internal rules, and contact points.

Harassment Prevention Education

Japan Radio Glass Co., Ltd. has continued to provide harassment prevention education every year since 2020, when a power harassment case occurred.

Based on the results of the post-education questionnaire in FY2022, education on the difference between harassment and guidance was provided 17 times from June to September in FY2023, and all employees, including temporary employees, took the course.

Seven or eight employees participated in each session. After viewing animations and videos, each employee made a decision on whether a case constituted harassment or guidance and gave a presentation. At the end of the session, the instructor gave a summary of the important factors in making a judgment.

In the questionnaire, more than half participants answered that their understanding of harassment was low or somewhat low before the course, but this number decreased to several people after the course. The company believes that the use of animations and videos made the training easier to understand.

Harassment Training for Management-Level Employees

Nisshinbo Micro Devices Inc. conducted harassment training for managers by in-house instructors with the aim of creating a good workplace where employees can work with vitality and enthusiasm by strengthening and promoting the creation of a workplace culture that does not cause harassment.

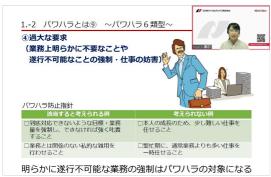
Under top management's message that harassment will never be tolerated, the training included knowledge study, case videos and explanations, and pair work, where all managers learned the main points of how to respond without engaging in power harassment and white management based on appropriate knowledge and understanding.

Nisshinbo Micro Devices created in-house video training programs with the same content as the group training conducted at the four main business sites, and deployed the training to overseas business sites, Nisshinbo Micro Devices AT Co., Ltd. and Nisshinbo Micro Devices Fukuoka Co., Ltd. by utilizing the Learning Management System. In addition, Nisshinbo Micro Devices disseminated to all employees of the above three companies a summary of the consultation service for harassment and the company's systems.

The Micro Devices business group will continue its efforts to create a harassment-free organization.



Harassment training for management-level employees







Operation of Anti-bullying Systems in the Workplace

Saeron Automotive Corporation of Korea established a new regulation on the prevention of bullying in the workplace and the handling of bullying incidents in order to prevent bullying between supervisors, subordinates, and coworkers in the workplace.

The new regulations clearly state, "Employees shall not take advantage of their position or relationship in the workplace to inflict physical or mental pain on other employees beyond the proper scope of their work duties, nor shall they engage in any behavior that deteriorates the work environment." The company provides information on this rule to all employees twice a year. This rule is communicated not only to internal executives and employees, but also to temporary employees and suppliers. In addition, when the company's Human Resource (HR) team becomes aware of a report or occurrence of bullying in the workplace, it immediately meets with the victim and, based on the victim's wishes, either resolves the issue between the parties or conducts a formal investigation on the company side.

Through the operation of this system, the company ensures that employees respect each other's human rights.

Sexual Harassment Education

In February 2023, Nisshinbo Mechatronics India Pvt. Ltd. in India provided sexual harassment education by an external instructor with the aim of unifying awareness of harassment and creating opportunities to become aware of harassment.

During the training, the following topics were explained to employees:

- ① Conduct that constitutes sexual harassment
- ② The Prevention of Sexual Harassment (POSH) Act, which was enacted to protect employees from workplace harassment and provide a safe work environment
- ③ The workplaces to which the Act applies and the employees who are subject to it
- ④ How to consult or report sexual harassment if you are subject to it, and penalties for false complaints were also explained.



Sexual Harassment Education Participants

Conducting Sexual Harassment Prevention Training

Nisshinbo Comprehensive Precision Machining (Gurgaon) Pvt. Ltd. in India conducted sexual harassment prevention training in November 2023. The purpose of this training was to promote understanding of laws and regulations and to create a workplace free of sexual harassment.

During the training, the following topics were explained to employees:

- · Overview of the Prevention of Sexual Harassment (POSH) Act of 2013
- · Types and forms of sexual harassment
- · The company's sexual harassment prevention policy
- · How to report sexual harassment and how to access support.

This training was conducted by an external instructor and a question and answer session provided participants with a better understanding of the importance of sexual harassment and how to prevent it.



Sexual Harassment Prevention Training

Establishment of the President's Hotline Box

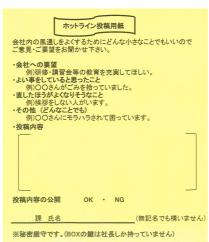
In 2014, Excel Tokai Co., Ltd. held a reception with general employees based on the then president's desire to hear the real voices of employees. At that time, the issue became clear: Reporting to the president is filtered by management. As a solution to the issue, the President's Hotline Box was established as a system to listen to the real voices of employees.

Initially, there were few submissions, but the company implemented a Submission Promotion Campaign to encourage people to actively express their opinions and to help them become established. A free-writing submission form was also set up, and anonymous submissions were also accepted. Submissions are looked over and handled directly by the president. Among the submissions, there were some misunderstandings in them, so the president held a general meeting and explained the situation to all employees because it was impossible to explain directly to the person who posted the message since it was submitted without a name.

Ten years have passed since the box was set up, including the positive impact of the submission system to the Box, the company now has a more open atmosphere, and the foundation has been established in which even general employees are able to talk directly with the president.



President's Hotline Box



Hotline submission form

Conducted Periodic Audits for SA 8000 Certification

PT. Naigai Shirts Indonesia obtained SA 8000 certification in January 2023 and underwent a SA 8000* periodic audit by Bureau Veritas Certification (BV) in June 2023. In addition, a follow-up review audit was conducted in December 2023, which confirmed that human rights-related initiatives were being implemented.

Periodic audits are conducted twice a year to ensure that the company is continuously meeting SA 8000 standards. The audits cover a wide range of topics, including interviews with employees, work schedules (e.g., overtime hours), and the contents of first-aid kits. The certification period is three years with an audit conducted in the final year for recertification. In response to rising human rights and labor issues, some companies in Europe and the United States require a SA 8000 certification as a condition of doing business, and the importance of this certification is increasing.

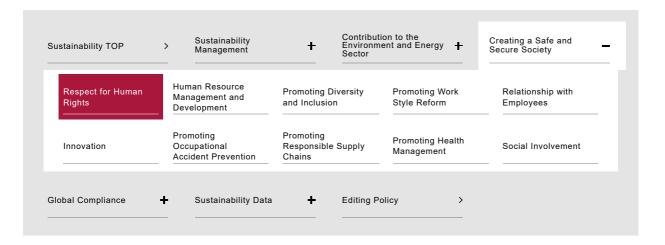
* SA 8000 (Social Accountability 8000) is published by Social Accountability International (SAI), a US NGO, and is based on the International Declaration of Human Rights, ILO Conventions, and other international human rights and labor-related national laws, International standard for the exercise of the rights of all employees, and the protection of employees



SA 8000 periodic audit



SA 8000 Certification



■ Group Companies

Japan Radio Co., Ltd.

Nisshinbo Micro Devices Inc.

NISSHINTOA IWAO INC.

KOKUSAI DENKI Electric Inc.
D-CLUE Technologies Co., Ltd.
Nisshinbo Chemical Inc.

Nagano Japan Radio Co., Ltd. Nisshinbo Brake Inc. Nisshinbo Textile Inc. JRC Mobility Inc.

Nisshinbo Mechatronics Inc.

NSSHNBO Investor Relations News **Business Lines** Sustainability Research and Development 2025 Management Information Nisshinbo Group Human Rights Wireless and Communications Statement Corporate Governance 2024 Microdevice Value-Creation Process Highlight from Integrated 2023 Automobile Brakes Report Materiality Precision Instruments IR Library Sustainability Promotion Plan **Contact Us** and KPIs Financial Highlights Information Disclosure Based **Group Overview** Textiles Stock-Related Information on TCFD Recommendations Investor Relations News Message from the President Real Estate Environmental Management Other IR Information Corporate Vision Respect for Human Rights Transition of Business Intellectual Properties Portfolio Promoting Responsible Supply Strategic Business Domains Chains Corporate Profile Thorough Compliance and Corporate Ethics Internal Control GRI Content Index Back Issues (CSR Report/CSR & Sustainability Website) Report Editing Policy

Business Lines

Investor Relations

Research & Development

★ > Sustainability > Creating a Safe and Secure Society > Human Resource Management and Development

Human Resource Management and Development



Basic Concept

The entire group must work together to implement personnel policies, systematic human resource development for successors to senior management and all levels, and D&I activities to realize its slogan; "we hold dear a corporate culture in which our employees can proudly work with vigor and boldly engage in new endeavors," as stated in the Group VALUE. To this end, the Nisshinbo Group adopted the Group human resources policy of "Business is people: Business success or failure depends on human intelligence and virtue," and is pursuing the human resources strategy in accordance with the following eight basic policies

■ Nisshinbo Group Human Resources Policy

Business is people —Business success or failure depends on human intelligence and virtue * -

- ① With regard to human resources able to contribute to the development of business now and in the future, Nisshinbo will
- 2 Recruit, train and place people in the right job,
- 3 Encourage enthusiasm and creativity.
- 4 Maintain physical and mental health,
- ⑤ Evaluate employees fairly and treat them appropriately, and

Provide ongoing training and allocate people generating appropriate earnings at each level and function.

* Intelligence and virtue: A compound of "talent and wisdom" and "moral conduct."

■ Nisshinbo Group Human Resources Strategy

- ① Formulate and promote personnel policies with a sense of unity and uniformity across the entire group.
- ② Create a workplace culture in which diverse human resources are motivated to work and take on challenges to improve business performance.
- - · Systematically develop leaders who can take on challenges and make changes in an era of uncertainty and a lack of right answers.
 - · Create leaders who can compete globally.
- Managers and management candidates
 - · Create managers who can drive the enhancement of commercialization and profitability through creation and innovation, and earn money correctly.
- (5) General employees
 - · Develop human resources who can respond to major trends in technological innovation and realize improvements in business efficiency and productivity.
 - · Cultivate human resources who will be candidates for future reform leaders.
- ⑥ Create a work environment where all employees can work in good mental and physical health and contribute to business performance.
- Treate a system that leads to the recruitment and promotion of excellent human resources through the integration of diverse human resources.
- ® Create a simpler and more balanced compensation system that reflects the activities and performance of diverse human resources.

Promotion System

Based on the human resources policy: "Business is people," under a system in which the director and the chief of the Corporate Strategy Center of Nisshinbo Holdings, Inc. is in charge, the Nisshinbo Group is committed to acquiring and developing human resources with a view to future business development. In addition, the Human Resources Group of the Human Resources & Administration Service Department of the Corporate Strategy Center holds a "Group Human Resources Division Meeting" twice a year to discuss human resources-related policies and issues across the Group.

The Group has set Key performance indicators (KPIs) and taken measures to achieve the goals in the Fifth Sustainability Promotion Plan, which are "Training of management candidates necessary for business promotion" and "Strengthen mid-career recruitment to improve the age structure of human resources."

Sustainability Promotion Plan and KPIs

Specific Initiatives of the Nisshinbo Group

In the "Fifth Sustainability Promotion Plan," the Group has designated human resource acquisition and training as a key action items and is working on human resource management and development. The Group has set KPIs for ① Increase the rate of participants in the Successor Program in senior management posts (executive officers and above) and ② Strengthen mid-career recruitment to improve the age structure of human resources, and is promoting activities while implementing the PDCA cycle.

Recruitment and Retention of Human Resources

In order to create a group of human resources with more diverse backgrounds and to correct the age structure of the workforce, the Group is reinforcing the number of career hires in addition to new graduates (approximately the same number of new graduates and career hires). In order to ensure diversity, the Group is actively recruiting women and non-Japanese employees in particular. In addition, the following measures are being implemented to attract and promote excellent career hires.

- 1 Maintain competitive salary levels
- 2 Role grading system to clarify job descriptions
- ③ Personnel system that enables early promotion regardless of length of service
- ④ A multitrack personnel system that accommodates different work styles and occupational perspectives
- ⑤ Improvement of working environment, such as teleworking system and satellite offices
- 6 Enhancement of training and follow-up for career hires
- 7 Employee referral system (referral system) to introduce employees' acquaintances
- ® Re-entry system for employees who retired for personal reasons (Re-join System)
- (Discovery Leave System) A system to provide leave and allowances for every five years of service (Discovery Leave System)

In the future, the Group will consider treatment for highly specialized and job-specific positions and plan measures to increase flexibility in terms of work location and hours.

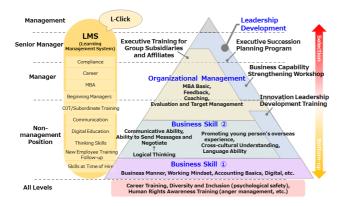
The Nisshinbo Group is implementing the following measures to prevent employee turnover.

- ① In addition to personnel evaluation interviews by supervisors, regular interviews using career sheets are conducted to support career development.
- ② The Nisshinbo Group operates the New Challenge System across the Group to increase opportunities for more employees with diverse values and occupational perspectives to develop skills and take on new business challenges on their own and to eliminate mismatches after joining the company or being assigned to a new position.
- ③ Career training is provided as an opportunity to learn about the impact of environmental changes on careers and to consider new ways of working and learning in the future.

In addition, to prevent young employees from leaving the company, the Group opens the Learning Management System to them from the initial job offer stage based on the onboarding concept, and have interviews with HR personnel, the Group established a mentor system for first-year employees, and HR personnel conduct follow-up interviews and questionnaires to detect changes at an early stage and implement appropriate measures to help them adjust smoothly to life at the company. In addition, Follow-up group training is held in the first, second, third, and fifth years of employment, and follow-up new employee training and career training are provided to ensure that employees remain with the company.

Human Resource Training

■ Training System Chart



■ Digital Human Resource Development

The Learning Management System, introduced in 2021, prepares digital-related courses as standard content, allowing employees to learn at their leisure. In 2023, the number of digital-related e-learning courses was expanded from 5 to 21.

In 2020, the same content was updated and systematized as digital literacy training. The program provides a forum for sharing good examples of internal digital-related activities and discussing business improvement plans and new digital business ideas using digital technology across workplaces.

In addition, since 2023, Nisshinbo has been conducting training on problem-solving methods in the age of digital technology with the aim of developing human resources who can utilize digital technology to solve problems at their workplaces, where they learn various problem-solving approaches and thinking methods required for the use of technology.

Nisshinbo will continue to promote a variety of projects to make the use of digital technology more accessible and practical.

Career Support

To encourage the challenge and growth of each employee, the Nisshinbo Group is implementing measures focusing on each individual. The Group provides career training for each generation as an opportunity for each employee to regularly reflect on the individual career and to reconsider career aspirations.

As opportunities to take on new career challenges, the Nisshinbo Group has the New Challenge System, which allows all Nisshinbo Group employees to take on the challenge of transferring to a position they are aiming for and a self-assessment system. In addition, the Group has a mentoring system and career interviews as a mechanism to support employee growth.

To support autonomous learning, the Group is also expanding the Learning Management System menu, which allows employees to take courses anytime, anywhere, on a wide variety of learning subjects.

■ Management Succession Planning

To develop successors to senior management, a list of potential successors for key positions at each company is prepared annually based on job grades common to the Group, and program is provided for potential successors. Specifically, for general managers and above, the Nisshinbo Group provides cross-industrial exchange training within the Group, including management mindset training to acquire a mindset appropriate for management positions; selective external training to acquire management knowledge, mindset, and role behavior; and practical workshops to acquire the ability to create and breakthrough in business. Furthermore, since FY2020, Nisshinbo dispatched several participants to the Management of Technology (MOT) in order to develop managerial human resources that combine technical knowledge and management skills.

At present, more than 50% of the participants in this program have been appointed to managing officer or higher positions.

Total Number of Participants in the Senior Management Succession Planning Program (2015-2024)

Program	Course Title / Outline	Number of Participants
Selective External Training	·Graduate School of Business Administration (MBA) Program (Graduate School of Keio University)	1
	·Department of Management of Technology (MOT) Program (Graduate School of Management, Tokyo University of Science, etc.)	10
	·Financial Leadership Programs (Hitotsubashi University)	11
	•MUFG Business School (Mitsubishi UFJ Research and Consulting)	3
	Executive Management Program (GLOBIS) Advanced Management Seminar (Keio Business School) Executive Business Leader Course (Japan Management Association) Senior Management Course (Waseda Business School)	28
Practical Workshops	 Acquisition of the ability to create and breakthrough in business (SANNO University) 	71
	Total	124

Globalization of Human Resources

To promote the globalization of human resources, the Nisshinbo Group has provided cross-cultural understanding training for those posted overseas, training at language schools for those sent overseas, and English and business Japanese language training jointly sponsored by group companies. In addition, the Group is promoting the development of globally competent human resources through measures to promote overseas experience for employees under the age of 35, subsidies for TOEIC and CASEC exam fees and transportation expenses, half-price subsidies for online English conversation courses, and subsidies for language correspondence courses and e-learning courses.

Specific Activities of the Group Companies

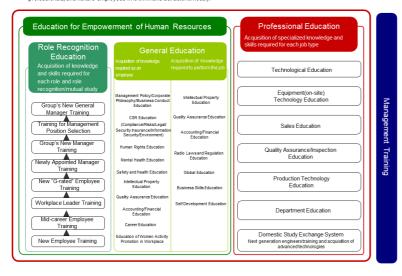
Diverse Human Resource Recruitment and Development Programs

In order to realize our management philosophy—the JRC Group provides superior value through wisdom and creativity and contributes to building the future of people, society, and the world —the Group focuses on recruitment and education. the Group is strengthening the recruitment of a diverse range of human resources through new graduates and career hires, and after joining the company, the Group provides systematic education divided into human resource development education and professional education. The Group is working to create an educational environment in which employees can maximize their abilities and to develop employees who think and act spontaneously with each individual aiming to become a complete professional.

The JRC Group also believes that it is important to encourage career development in order to motivate and improve the abilities of all employees. For this reason, the Group introduced an open recruitment system to provide proactive opportunities for transfers. A total of 37 applications were received in FY2023, resulting in 11 transfers. The open recruitment system is expected not only to develop human resources but also to invigorate the company and lead to changes in the company's culture and constitution.

Education system

This system provides an educational environment that enables employees to maximize their abilities, each individual aim to become professionals, and nurture employees who think and act autonomously.



Interviews with Younger Employees

Ueda Japan Radio Co., Ltd. conducted personnel interviews for new graduates in their seventh year of employment and for employees in their second year of career employment in fiscal 2023.

- <The interviews consisted of the following>
- 1 Confirmation of physical condition
- ② Current work content
- 3 Requests to the company
- Future career development

These interviews are conducted by the Human Resources Group as a countermeasure to the high turnover rate of employees before the age of 30 at the company. So far, 20 employees have been interviewed in 2022 and 2023. The results of the interviews were fed back to management and the heads of departments, and any necessary measures were implemented in the workplace. As a result, the company was able to reduce the turnover rate before the age of 30.

In addition, in response to a consultation from the company that there is a large age gap between department heads and younger employees due to the lack of mid-career workers, the company invited an outside lecturer to conduct communication training for each department head. In addition, in response to the results of a survey, individual interviews were held between team leaders and team members to integrate role recognition, and other improvements are being made.

Nisshinbo Micro Devices Human Resource Strategy was Formulated

Nisshinbo Micro Devices Inc. formulated the Human Resources Strategy in order to realize the company's future vision.

In formulating the strategy, the company analyzed changes in the business environment, including human capital management and the declining birthrate and aging population, as well as the company's workforce composition and employee survey results, and based on the corporate philosophy, Nisshinbo Group Human Resources Policy, and Nisshinbo Group Basic Policy on Human Resources Strategy, the company determined the Nisshinbo Micro Devices Human Resources Vision and Nisshinbo Micro Devices' Desired Human Resources Image in conjunction with the management strategy. In order to realize the Nisshinbo Micro Devices Human Resources Vision and Nisshinbo Micro Devices' Desired Human Resources Image, the company formulated three strategies: the Recruiting Strategy, Human Resources Development Strategy, and Engagement Improvement Strategy. In each strategy, the company established policies and main measures and then prioritized and began initiatives.

Through the realization of these human resource strategies, the company is working to realize its ideal future company

Established Basic Principles for Human Resource Development for The Automobile Brakes Business Group

In June 2023, Nisshinbo Brake Inc. formulated the Basic Principles for Human Resource Development for the Brake Business Group. The philosophy clearly defines the vision of the Brake Business Group and is positioned as a major support for each and every employee in performing assigned duties and fulfilling

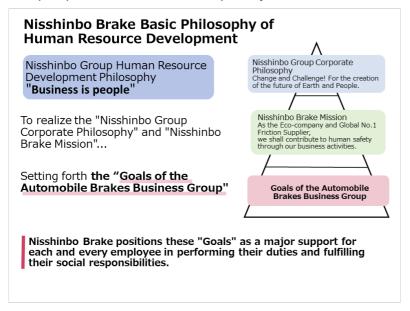
social responsibilities.

The Automobile Brakes Business Group has three goals: "Understand that our products are responsible for the safety and security of society and aim to achieve this through our own work," "Contribute to society through personal growth and technological improvement by implementing kaizen without fear of change," and "Collaborate to produce results by recognizing, accepting and making the most of diversity."

The purpose of formulating this philosophy is twofold: to align the company's perspective with that of its employees in terms of human resource development and to clarify Nisshinbo Brake's approach and policy toward human resource development to employees so that they can better understand it as their own personal matter. In formulating this plan, the company redefined Nisshinbo Brake's approach to human resource development in line with the times.

In order to achieve the Brake Business Group's Vision, the company has been formulating and implementing human resource policies with the basic principles for human resource in mind since FY2024. In the future, the company will promote collaboration with our overseas bases to enhance the value of the Brake Business Group.

Basic principles for human resource development system for the Automobile Brakes Business Group



Strengthening the Human Resources Development System at Nisshinbo Automotive Manufacturing Inc. United States

Nisshinbo Automotive Manufacturing Inc. (NAMI) in the U.S. is working to strengthen its human resource development. The HR focus is on the employee development plan. This plan outlines that person's professional growth within the organization. The focus is skill development within the current role or skill development for progressing within the current career track, in other words engineer to senior engineer. The benefits of HR strengthening the development system are to find new talent, increase employee retention, increase employee engagement, and achieve Company goals.

NAMI conducts a yearly performance review that has employees create their own goals and/or development plan. The management team develops long-term and short-term goals attached to progression metrics. A timeline is created with quarterly check-ins.

E-learning every month is a means to develop human resources and safety knowledge and/or skills. E-Learning is convenient and provides flexible access for learners, regardless of location or device. This type of learning is self-driven and self-paced. All results are measurable and easy to report. E-Learning is a way to incorporate interactivity and gamification to engage motivated learners. The long-term goal is to incorporate professional skill development with targeted learning to reach the next tier in the employee's career.

In addition, as part of the labor management training, training was provided for executives in all divisions to acquire the "soft skills" required of team leaders, such as documentation skills, communication skills, and logical thinking.

Measures to Prevent Younger Workers from Leaving the Workforce

Nanbu Plastics Co., Ltd. is implementing the following measures to prevent young employees from leaving the company

1 Group training for young employees

This is the third year that the company conducted group training for young employees, targeting new graduates and young career employees in their second and third years with the company. The training includes group work and dialogue with management and senior employees. The group work has helped participants develop horizontal ties and improve their communication skills beyond their own organization, and participants have commented that it was an experience that they can use in the future. In addition, to increase motivation, participants have the opportunity to have lunch with management and directly interact with them to get a sense of what management expects from them.

2 Mentor System

Nanbu Plastics operates a mentoring program for new employees in which employees who are relatively close in age are individually assigned as mentors, and mentoring is provided for one hour once a month for the first year after joining the company. Mentoring is recommended to be conducted in a place where the two of them can be alone for a while to get away from their usual work and enjoy conversation.



Group training for young employees

Short-term Training for Young People in Other Departments

Nisshinbo Chemical Inc. is promoting organizational culture reform, and as one of its human resource development activities, the company offers short-term training for young employees in the operations of other departments (C-Training).

By applying for the C-Training program, participants can actually experience the work of other departments, gaining knowledge and diverse perspectives that differ from those of their own departments, thereby promoting their growth. In addition, the program has also produced results in networking through increased communication with employees with whom they had not previously interacted. For the host department, the training also led to a change in mindset as participants became aware of perspectives they had not noticed before, such as the need to clarify daily operations, and this has been a good stimulus.

After the training, debriefing sessions are held, and feedback is provided from those involved, and the training is highly evaluated as a meaningful training program by both participants and the host department. Nisshinbo Chemical Inc. will continue to increase the number of participants who experience this training in order to reform the culture of the entire company.



C-Training participants

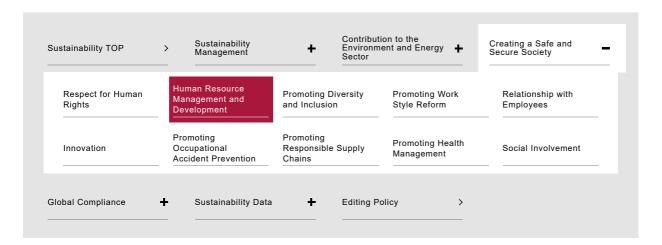
Support for Obtaining a University Degree

Nisshinbo Do Brasil Industria Textil LTDA. in Brazil offers tuition assistance for educação à distância (EAD), which allows students to obtain a university diploma.

EAD is a learning institution that mainly uses e-learning, and students can obtain a university diploma by taking a prescribed curriculum and passing an examination. Currently, four employees are taking courses in accounting, nursing, environment, and human resources, respectively. The duration of the course differs depending on the subject, but participants are working on the curriculum during weekday evenings and holidays for four to five years in order to obtain the certification. By acquiring qualifications, the company not only spreads new opinions and ideas within the company but also supports them in the hope that they will become key personnel in the future.



EAD participants



■ Group Companies

Japan Radio Co., Ltd.

Nisshinbo Micro Devices Inc.

NISSHINTOA IWAO INC.

KOKUSAI DENKI Electric Inc. D-CLUE Technologies Co., Ltd. Nisshinbo Chemical Inc. Nagano Japan Radio Co., Ltd. Nisshinbo Brake Inc. Nisshinbo Textile Inc. JRC Mobility Inc.

Nisshinbo Mechatronics Inc.

NSSHINBO **Business Lines** Investor Relations Sustainability Research and News Development 2025 Wireless and Management Information Nisshinbo Group Human Rights Communications Statement 2024 Corporate Governance Value-Creation Process 2023 Highlight from Integrated Automobile Brakes Report Materiality Precision Instruments | IR Library Sustainability Promotion Plan Contact Us and KPIs Chemicals Financial Highlights Information Disclosure Based Stock-Related Information Textiles **Group Overview** on TCFD Recommendations Investor Relations News Real Estate Message from the President Environmental Management Other IR Information Corporate Vision Respect for Human Rights Transition of Business Intellectual Properties Portfolio Promoting Responsible Supply Strategic Business Domains Chains Corporate Profile Thorough Compliance and Corporate Ethics Internal Control GRI Content Index Back Issues (CSR Report/CSR & Sustainability Website) Report Editing Policy

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Promoting Diversity and Inclusion



Basic Concept

The Nisshinbo Group's mission is to *contribute to society through business activities*, and the Group aims to provide solutions to the challenges facing human society by transforming its corporate culture into one that is open-minded and where the wisdom of a diverse range of people can come together. As a means to achieve this, Nisshinbo Group has positioned diversity and inclusion as a starter for innovation and is promoting activities to foster an organizational climate that recognizes, accepts, and respects differences and allows people to take advantage of each other's strengths.

Promotion System

The Nisshinbo Group established the Diversity Development Department in July 2015 to enable diverse human resources to play an active role and to ensure the Group's sustainable growth. Under a system in which the Director and the Chief of the Corporate Strategy Center of Nisshinbo Holdings, Inc. is in charge, the Group is engaged in activities to promote diversity and inclusion.

Diversity promotion officers were placed in each Group company, where the entire Group works together to create an organizational culture in which diverse human resources can play an active role. To promote diversity in accordance with the Sustainability Promotion Plan, the Group has set targets and Key performance indicators (KPIs) for "Group-wide D&I penetration initiatives," "Securing diverse human resources," and "Promoting diverse human resources," and is taking measures.

▶ Sustainability Promotion Plan and KPIs

Specific Initiatives of The Nisshinbo Group

In the "Fifth Sustainability Promotion Plan," the Nisshinbo Group has made the promotion of diversity and inclusion key action items. The Group is promoting activities while implementing the PDCA cycle with the following targets and KPIs: ① Communicating the top management message and implementing measures that contribute to the success of diverse human resources, ② Ratio of female recruitment to total recruits, ③ Rate of managers hired as mid-career employees to total managers, 11%, ④ Rate of female managers to total managers, 6% *, and ⑤ Rate of training on psychological safety, 100%.

* Seven companies, including Japan Radio Co., Ltd., Nisshinbo Micro Devices Inc., Nisshinbo Brake Inc., Nisshinbo Mechatronics Inc., Nisshinbo Chemical Inc., Nisshinbo Textile Inc., Nisshinbo Holdings Inc., have set a goal of achieving a ratio of 10% or more female managers by FY2030.

Promotion of Women's Activities

In order to close the gender gap, Nisshinbo introduced the Female Leader Development Program in FY2023. Training was held for management candidates and the next generation to further improve their mindsets, examine careers with reference to leadership and role models, and form networks among women.

■ Training that contributes to women's success

The Group has conducted the following training programs that contribute to women's success. Based on the results of interviews with female employees and their supervisors, a new women's leadership development program was introduced in FY2023.

December 2015

Lecture for Executives: Lectures were held for Executives to obtain clues on measures to promote women's activities.

2016-2021

Training for Managers: Training was conducted for all management-level employees to understand the essential significance of promoting women's activities and to recognize and remove biases they may have.

Training for Female Employees: The training is designed to help participants understand the fundamental significance of promoting the advancement of female, and help participants overcome their own biases, in order for them to engage in the type of work they desire.

2017-2021 Joint Training for Managers and Female Employees: Training is conducted in which managers and their female employees participate in pairs, and engaging in group discussion and meeting one on one to together create medium-to long-term career plans.

2023- Women's Leadership Development Program: Training for candidates for management positions and the next generation to further

improve their mindsets, examine careers with reference to leadership and role models, and network with other women.



Women's Leadership Development Program

■ General business owner action plan based on the law for the promotion of women's activity

Nisshinbo Holdings Inc. has formulated a general business owner action plan based on the Law for the Promotion of Women's Activities, and each company has set specific targets and achievement periods, mainly for the number of women in management positions and the ratio of female employees.

Similar initiatives are being implemented at 20 Group companies* in Japan other than the Company.

* Japan Radio Co., Ltd., JRC Tokki Co., Ltd., JRC Engineering Co., Ltd., Japan Radio Glass Co., Ltd., JRC System Service Co., Ltd., Nagano Japan Radio Co., Ltd., Nagano Japan Radio Co., Ltd., Nisshinbo Micro Devices Inc., Nisshinbo Micro Devices AT Co., Ltd., Nisshinbo Brake Inc., Nisshinbo Mechatronics Inc., Nanbu Plastics Co., Ltd., Kyushu Nanbu Plastics Co., Ltd., Nisshinbo Chemical Inc., Nisshinbo Textile Inc., Tokyo Shirts Co., Ltd., NisSHINTOA IWAO INC.

■ Certified As "Eruboshi" As A Company That Promotes Women's Activities

The "Eruboshi Certification" is a system to certify companies that meet certain requirements based on the Law for the Promotion of Women's Activities, such as formulating and implementing an action plan for the promotion of women's activities, and being excellent in indicators such as the ratio of female employees, status of continuous employment, working hours and other working styles, ratio of managers, and diverse career paths. There are four levels of certification, including Platinum Eruboshi, and Japan Radio Co., Ltd. has received the second level of certification (Eruboshi certification) as determined by the Minister of Health. Labor and Welfare



Certified As "Eruboshi"

■ Act on Advancement of Measures to Support Raising Next-Generation Children-General Action Plan

To maintain an environment in which employees can display their abilities as well as balance their work and private lives, Nisshinbo Holdings Inc. and the Group's other 23 companies* in Japan are formulating their next general action plans in accordance with the Act on Advancement of Measures to Support Raising Next-Generation Children.

* Japan Radio Co., Ltd., Japan Radio Glass Co., Ltd., Nagano Japan Radio Co., Ltd., Ueda Japan Radio Co., Ltd., JRC Tokki Co., Ltd., JRC Engineering Co., Ltd., JRC System Services Co., Ltd., JRC Logistics Service Co., Ltd., Nagano Japan Radio Manufacturing Co., Ltd., Nagano Communications Sales Co., Ltd., NJ Components Co., Ltd., Asashina Nichimu Co., Ltd., Nisshinbo Micro Devices AT Co., Ltd., Nisshinbo Micro Devices Fukuoka Co., Ltd., Nisshinbo Brake Inc., Nisshinbo Mechatronics Inc., Nanbu Plastics Co., Ltd., Nisshinbo Chemical Inc., Nisshinbo Textile Inc., Tokyo Shirts Co., Ltd., NISSHINTOA IWAO INC.

■ Kurumin Certification as a Childcare Support Company

Kurumin Certification is a system to certify companies that meet certain requirements, such as formulating and implementing action plans to help employees balance work and child care, as a company that supports child rearing, based on the Act on Advancement of Measures to Support Raising Next-Generation Children. The Group's other 3 companies* in Japan have been certified by the Minister of Health, Labor and Welfare (Kurumin certification).

 $^{^{\}star}\, \mathsf{Japan}\,\,\mathsf{Radio}\,\,\mathsf{Co.}, \mathsf{Ltd.}, \mathsf{Nagano}\,\,\mathsf{Japan}\,\,\mathsf{Radio}\,\,\mathsf{Co.}, \mathsf{Ltd.}, \mathsf{Nagano}\,\,\mathsf{Japan}\,\,\mathsf{Radio}\,\,\mathsf{Manufacturing}\,\,\mathsf{Co.}, \mathsf{Ltd.}, \mathsf{Nagano}\,\,\mathsf{Japan}\,\,\mathsf{Radio}\,\,\mathsf{Co.}, \mathsf{Ltd.}, \mathsf{Nagano}\,\,\mathsf{Japan}\,\,\mathsf{Radio}\,\,\mathsf{Co.}, \mathsf{Ltd.}, \mathsf{Nagano}\,\,\mathsf{Ltd.}, \mathsf{Nagano}$



Kurumin Certification

Activities to Promote Diversity and Inclusion ~From Top Management to General Employees~

Since FY2021, the Nisshinbo Group has sponsored training sessions of "psychological safety" linking Diversity and Inclusion for group companies in Japan, targeting executives, managers, and general employees, with "the aim of understanding the concept and importance of psychological safety, which is the cornerstone of Diversity and Inclusion." In FY2023, the Nisshinbo Group is promoting penetration activities by conducting ongoing training using case studies; all employees of domestic group companies will complete the training by the end of 2024, and Nisshinbo Group will implement measures that will contribute to the creation of a psychologically safe organization.

Support for the Success of People with Disabilities

In the Fifth Sustainability Promotion Plan, as before the revision, the Group has set a target of employment rate of persons with disabilities (Ratio of achieving companies), 100% in Japan companies with 43.5 or more employees. In FY2023, all Japan group companies will have achieved the employment rate of persons with disabilities.

Support for the Success of Senior Employees

Nisshinbo Holdings Inc. has established a reemployment system for employees who have reached the mandatory retirement age of 60, which is called the Senior Employee System. From FY2024, Nisshinbo Holdings Inc. will introduce an evaluation system similar to that used for general employees, and provide appropriate feedback and reflect it in compensation as part of our efforts to provide a rewarding work environment.

As a measure to support the success of senior employees, the Nisshinbo Group has been conducting training for management-level employees with the aim of enabling them to think about and prepare for post-retirement working styles, and from FY2021, the training will be extended to general employees. In the training, participants learn about money planning, health, and careers in order to look at their careers and live energetically and actively even after retirement. Career training is conducted by instructors trained within the Group, and many people have participated in the training.

Specific Activities of the Group Companies

Improving The Work Environment for Women

Japan Radio Co., Ltd. believes that creating an environment in which women can make the most of their own abilities and experience and build a career while balancing work and family life will lead to a virtuous cycle in the workplace.

Japan Radio Co., Ltd. is working to improve the environment to make it easier to balance life and work by introducing a flextime system on a trial basis, telecommuting, and other systems that allow employees to choose where and when they work. The company also considered training programs for women who aspire to management positions and decided to participate in external training programs where many women from other companies gather. Japan Radio Co., Ltd. aims to create an environment where women can participate in external training to improve their own abilities and grow in a safe and comfortable manner through building an external network among women working for different companies.

Japan Radio Co., Ltd. will continue to make efforts through trial and error to create a workplace where employees with diverse perspectives and experiences can play a more active role, promote creativity and innovation, and enhance competitiveness.

Support for Senior Employees

Japan Radio Glass Co., Ltd. was one of the first companies in the group to introduce and operate a mandatory retirement age of 65. In April 2024, the company was certified as a Saitama Prefecture Senior Activity Promotion Declaration Company Plus because the upper age limit for continued employment is 70 years or older.

Most of the senior employees are active as part of the main members of the production team. In addition, one of the management issues at the company is to smoothly pass on the skills of master craftsmen from veteran technicians to younger technicians. Senior employees are entrusted with the important task of

passing on traditional skills to future leaders.

Japan Radio Glass Co., Ltd. is also making efforts to create a work environment in which they can play an active role even after they become seniors. They are also a generation with increased health risks, and they contribute to the company production activities while ensuring safety in the workplace by eliminating steps and other measures. The presence of senior employees working actively in each workplace serves as a goal for younger employees and helps to revitalize the organization.





Senior Class Activities

Saitama Prefecture Senior Activity Promotion Declaration Company Plus Certificate

Provide Training on Women-specific Health-related Issues

Nisshinbo Micro Devices Inc., Nisshinbo Micro Devices AT Co., Ltd. and Nisshinbo Micro Devices Fukuoka Co., Ltd. conducted an e-learning course for managers and female employees based on Nisshinbo Micro Devices Inc.'s Healthy Company Declaration and the Health Management Strategy Map formulated for 2023

The training was designed to help managers deepen their understanding of women's health issues specific to women, apply it to their subordinates' health considerations and work management, and to help female employees deepen their understanding of women's health issues specific to women and take appropriate actions. The video training program achieved a 100% participation rate with participants deepening their understanding of the significance of addressing women's health issues and women-specific health-related issues.

Nisshinbo Micro Devices Inc. is also working to provide support for self-checks by public health nurses for female employees using a breast cancer model during regular health checkups.



Breast Cancer Self-Check

Expanding the Percentage of Women in Executive Positions

At Nisshinbo Mechatronics (Shanghai) Co., Ltd. female employees have taken on leadership roles in many workplaces, achieving results such as smooth business execution and kaizen (improvement).

In FY2023, one female manager and two female managers were appointed to managerial positions, bringing the total number of female managers to nine out of a total of 22 managers.

In the spirit of respect for human rights, the company introduced a personnel system that evaluates employees according to their achievements and abilities regardless of gender with the aim of creating a vibrant human group. The company also focuses on developing female leaders through different training programs, and the ratio of female executives, which was 25% 10 years ago in 2013, increased to 32% in 2018 and to 41% in 2023, close to the 44% of all office staff who are female.

Nisshinbo Mechatronics (Shanghai) Co., Ltd. will continue to actively work to create a workplace environment in which female employees can play an active role and develop next-generation executive candidates, as well as to foster a corporate culture in which all employees, including women, respect each other's diverse human rights.

Initiatives Related to Employment of People with Disabilities ~Telework Office Utilization~

Nanbu Plastics Co., Ltd. is making the following efforts to employ people with disabilities.

① Utilization of telework office

Nanbu Plastics Co., Ltd. employs people with disabilities who have the ability to perform their work but are unable to commute to the workplace due to their own disabilities or other circumstances, utilizing the Telework Office in front of Fujieda Ekimae. A full-time counselor called "Mimamori" is stationed in the office to support both the "company" and the "person with disabilities." This enables ensure smooth operations and stable employment through the combined efforts of the individual, the company, and the telework office.

2 Skill development of the person in charge

Activities are undertaken to improve the skills of those in charge and to promote understanding of the workplace, including exchange activities with other companies for mutual company tours as a forum for the exchange of information on problems and work cutouts by those in charge.

3 Cooperation with external support organizations

When the company hires employees from special-needs schools and welfare facilities, Nanbu Plastics Co., Ltd. collaborates with job coaches and schools in each prefecture and holds a meeting for supporters three times a year after hiring. The individual and family members are also invited to attend the meetings and observe the actual worksite.

Nisshin Environmental Planning Inc. is also working to promote the employment of people with disabilities. Previously, the company was not accustomed to employing people with disabilities, and had difficulty in retaining them. To solve this problem, the company is utilizing the "Telework Office Fujieda Ekimae" (Shizuoka Prefecture), where full-time counselors called "Mimamori" are stationed to support both the company and persons with disabilities. A total of two persons with disabilities, one from 2021 and one from 2024, have demonstrated their abilities and success in telework work.

In addition, the company's head office (Tokyo) established a "Working Group to Consider Employment of People with Disabilities" to deepen understanding through support for people with disabilities and to "expand diversity" in the company. To date, five of the company's employees have worked to obtain certification as "vocational life counselors for persons with disabilities." By sharing the status of their supervision, they are working to establish a system that allows them to work with peace of mind.

The company will continue to seek to retain people with disabilities in its workforce.



Teleworking Work

Acceptance of Work Experience for Persons with Disabilities

Since 2020, the Nisshinbo Textile Inc. Osaka Branch has been participating in the Workplace Experience Matching Program for the Mentally and Developmentally Challenged organized by the Osaka prefectural government to provide work experience to people with disabilities.

During the work experience, the participants experience reception, shipping and receiving, and maintenance of tea machines. The work methods and procedures are adapted to the characteristics of each participant. Nisshinbo Textile Inc. also has manuals for all work duties, which are constantly being revised and updated with photos and ruby so that they can be used by many people with disabilities. In addition to providing a good opportunity for the host company to consider the various characteristics of disabilities, it is also a good stimulus for the people with disabilities working at the company

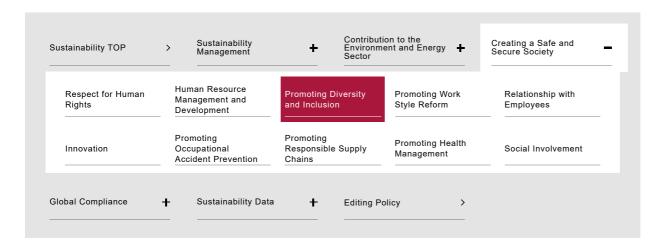
Furthermore, as support for the retention of people with disabilities, in addition to three-party interviews with support organizations, the company creates opportunities for communication by receiving reports on their physical condition when they arrive at the office. Although some communication is done by e-mail, Nisshinbo Textile Inc. tries to provide an opportunity to talk with them through paper reports.

Nisshinbo Textile Inc. will continue to improve the workplace environment and strengthen its efforts to expand the employment of people with disabilities and promote their retention in the workplace.

Promoting Employment of People with Disabilities

Since its establishment in 2010, the Nisshinbo Holdings Inc. Business Development Division has been actively promoting the employment of people with disabilities in cooperation with local employment and lifestyle support centers for people with disabilities, special needs schools, and Hello Work. The division also actively collaborates with other companies and local governments by providing advice to local companies and accepting tours of their business sites, thereby contributing to the creation of a society in which people with disabilities can play an active role.

The response to the characteristics of people with disabilities has led to retention in employment, with the Fujieda Plant, for example, maintaining an employment rate of around 14% for the last three years. A system has been established to share physical condition data between the individual and supervisors so that changes in physical condition can be quickly detected and utilized in work management. In addition, frequent opportunities for communication are provided to check on health and safety activities and work conditions, to share information on issues for improvement, and to develop implementation items. This initiative has led to universal work improvements beneficial to all, regardless of disability, and is utilized not only to promote the employment of people with disabilities but also to increase and improve work efficiency and safety measures throughout the workplace.



■ Group Companies

Japan Radio Co., Ltd.

Nisshinbo Micro Devices Inc.

NISSHINTOA IWAO INC.

KOKUSAI DENKI Electric Inc.
D-CLUE Technologies Co., Ltd.
Nisshinbo Chemical Inc.

Nagano Japan Radio Co., Ltd. Nisshinbo Brake Inc. Nisshinbo Textile Inc. JRC Mobility Inc.
Nisshinbo Mechatronics Inc.



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Promoting Work Style Reform



Basic Concept

The Nisshinbo Group views diversity as a source of innovation and strives to enhance corporate value by leveraging its strengths in diversity of business, diversity of people, and diversity of values. The Group promotes reforms in the way everyone works so that the Nisshinbo Group can respect diversity and utilize the individuality and abilities of each employee to improve productivity, make work rewarding, and enable employees to continue to play an active role, which will in turn lead to a strong competitive edge.

Promotion System

Under a system in which the Director and the Chief of the Corporate Strategy Center of Nisshinbo Holdings, Inc. is in charge, the Nisshinbo Group promotes work style reforms to create a workplace where diverse human resources can work comfortably together in a way that suits each individual at the Human Resources Group of the Human Resources & Administration Service Department of the Corporate Strategy Center and the Diversity Development Department. In order to achieve the goal of creating a comfortable working environment for employees in the Sustainability Promotion Plan, the Group set targets and Key performance indicators (KPIs) and are implementing measures to achieve them.

▶ Sustainability Promotion Plan and KPIs

Specific Initiatives of the Nisshinbo Group

In the "Fifth Sustainability Promotion Plan," the Nisshinbo Group has set the KPIs as follows: ① Rate of taking annual paid leave, 70% or more, and ② Rate of male employees taking childcare leave, 30% or more of eligible male employees, and is working to achieve these targets through PDCA cycle.

As of December 31, 2023, Nisshinbo Holdings Inc. had ① 70.8% of its employees taking annual paid leave and ② 100% of its male employees taking childcare leave. Going forward, the Group will work to improve the achievement rate for each of these targets.

In FY2023, Nisshinbo Group publicized the systems related to men's childcare leave on its in-house portal site and interviewed men who had experience in childcare at Nisshinbo Holdings Inc. and Nisshinbo Mechatronics Inc. In the future, interviews will be conducted with men who have experience in childcare at other operating companies, and the content will be introduced on the in-house portal site.

Promoting Diverse Work Styles

Nisshinbo Holdings Inc. has established various systems to enable employees with diverse backgrounds to work productively and energetically, we also have a teleworking system, staggered work hours, flextime system, and hourly paid annual leave.

In addition, the following systems are in place to support work styles suited to different life stages.

	Childcare	Nursing care	Injury and Illness	Others		
Leave	Annual paid holidays in half-day and hourly units					
	Accumulated annual paid holidays					
	Childcare leave	Nursing care leave		Discovery leave		
	Partner leave					
(Long-term) Leave of Absence	Medical leave (expectant, nursing)					
	Maternity leave					
	Parental LOA	LOA for nursing care	Sick LOA	LOA for volunteer		
Working	Telework system					
	Flextime system					
	Staggered working hours program					
	Short-time work		Trial working in mental health			
Oth	Retiree Reinstatement System (Childcare Nursing care Spouse's transfer)					
Others	Job transfer system					

■ Promoting Male Employees to Take Childcare Leave

In addition to conducting interviews with male employees who have taken childcare leave and publishing their experiences of taking childcare leave, Nisshinbo Group is working to create a corporate culture that encourages employees to take childcare leave regardless of gender by providing individual information on childcare leave and various in-house systems to male employees who are expecting a child.

In accordance with the Act on Advancement of Measures to Support Raising Next-Generation Children, Nisshinbo Holdings Inc. formulated the General Business Owner Action Plan to create an environment in which employees can exercise their abilities and continue working while maintaining a good balance between work and private life and thus created an environment that facilitates male employees taking childcare leave. Similar efforts are being made at 23 Group companies in Japan.*

* Japan Radio Co., Ltd., JRC Tokki Co., Ltd., JRC Engineering Co., Ltd., Japan Radio Glass Co., Ltd., JRC System Service Co., Ltd., Nagano Japan Radio Co., Ltd., Nagano Communications Sales Co., Ltd., NJ Components Co., Ltd., Ueda Japan Radio Co., Ltd., Asashina Nichimu Co., Ltd., Nisshinbo Micro Devices Inc., Nisshinbo Micro Devices Fukuoka Co., Ltd., Nisshinbo Brake Inc., Nisshinbo Mechatronics Inc., Nanbu Plastics Co., Ltd., Nisshinbo Chemical Inc., Nisshinbo Textile Inc., Tokyo Shirts Co., Ltd., NISSHINTOA IWAO INC.

■ Assisting Workers in Balancing Work and Nursing Care

Nisshinbo Holdings Inc. and other group companies are promoting initiatives to support the balancing of work and nursing care, and the 10 group companies disclose their efforts in the "Support for Balancing Work and Nursing Care" section.

* Nisshinbo Holdings Inc., Japan Radio Co., Ltd., JRC Tokki Co., Ltd., Nagano Japan Radio Co., Ltd., Nagano Japan Radio Manufacturing Co., Ltd., Ueda Japan Radio Co., Ltd., Nisshinbo Brake Inc., Nisshinbo Mechatronics Inc., Nisshinbo Chemical Inc., Nisshinbo Textile Inc.



Prevention of Long Working Hours and Overwork

To prevent long working hours, the Nisshinbo Group manages the status of overtime work through the department in charge of personnel affairs and the Health Committee. In order to improve operational efficiency, the Group is reviewing operations to eliminate unnecessary work and leveling operations to avoid concentration of work on specific persons.

In addition, in accordance with the Ministry of Health, Labor and Welfare's Guidelines on Measures Employers Should Take to Ensure Proper Understanding of Working Hours, Nisshinbo strives to manage working hours properly by checking objective records, such as time cards, IC cards, and PC log data, to determine employee working hours.

Nisshinbo Holdings Inc. conducts periodic reviews of the labor management status at all group companies to support their efforts to comply with labor laws and to manage working hours appropriately.

Support for Balancing Childcare, Nursing Care, and Medical Treatment

Japan Radio Co., Ltd. has implemented a wide variety of support measures to help employees balance work with childcare, nursing care, and medical treatment.

As for work arrangements for pregnancy and childbirth, this spring the company institutionalized pregnancy protection leave, shorter working hours for pregnancy, leave for periodic medical checkups, and leave before and after childbirth, some of which exceed the statutory requirements. In addition, for childcare and nursing care, Japan Radio Co., Ltd. offers shorter working hours, childcare leave, childcare leave at birth, childcare time, child nursing leave, and nursing care leave and leave. In addition, the use of time-based annual leave, staggered work hours, flextime, and telework allow employees to work flexibly and without being restricted by time or location, making it easier to balance work with medical treatment.

An employee who used the childcare leave at birth system said that he and his wife supported each other during the difficult postpartum period, and his wife thanked him for his help. The work while on leave system is a very convenient system that allows employees to check the progress of their work and smoothly return to work.

The company will continue to develop these support measures to cope with various life events of our employees.

Father's Childcare Leave Program Initiatives

Ueda Japan Radio Co., Ltd. is registered by Nagano Prefecture as a Workplace Iki-Iki Advance Company (Advance Certification) Nagano Prefecture Childcare Support Company and has declared its efforts both internally and externally.

The company designates November 19 (Good Child-rearing Day) as a day for employees to leave the company all together every year and posts an article in the company newsletter encouraging active use of the father/childcare leave system with the human resources group serving as the consultation desk.

Furthermore, the company has established an action plan to become a company that contributes to the development of the next generation by creating an employment environment that allows employees to fully demonstrate their abilities while balancing work and child rearing. As a result, the percentage of male employees taking childcare leave in FY2023 was 80%. In addition, when returning to the workplace, upon request, employees on leave are able to meet with their department managers in advance to support a smooth return to work.

Renewed Cafeteria for Relaxing and Socializing

The company cafeteria, which has long been a favorite of Nisshinbo Micro Devices AT Co., Ltd. employees, was renewed in 2023 based on the concepts of ① a place where employees can relax and interact, ② a place to generate creative ideas, and ③ a place to improve work efficiency.

The renewal reflects the results of an employee survey regarding employee benefits, and is intended not only to improve employee refreshment, but also to increase engagement and corporate value. The renewal is planned in phases, and as the first phase of the renewal, a new café area and a guest room (eating area) for customers were completed in December 2023. The guest rooms are designed to provide a space for a relaxed dining experience, and are also equipped with an Internet environment and large monitors so that meetings can be held before or after the meal.



Cafeteria



Guest Room

Toward Creating an Open Workplace

Nisshinbo Mechatronics Inc. operates an Organizational Culture Improvement Committee consisting of leaders and young employees at each workplace with the aim of creating an open workplace.

Based on the results of the Global Survey, the committee conducts interviews at each workplace, formulates and implements measures to resolve issues at each workplace and items to be addressed by each individual employee, and confirms progress. Through this process, the company promotes the revitalization of communication, information sharing, and the resolution of problems. At the same time, the president and general managers hold discussions on "what kind of company we want to be" in order to improve the workplace climate and have established action guidelines for managers.

Nisshinbo Mechatronics is working to realize a more open workplace based on both the various measures developed by the workplace committee members and the action guidelines established by the management level.

Promotion of Male Childcare Leave

In order to promote male employees to take childcare leave, Nanbu Plastics Co., Ltd. has developed training materials on its internal portal site and learning management system, making them accessible to all employees and making it mandatory for managers to take the training.

The training materials mainly included the following content.

- ① Details of the maternity leave system, including the difference between postnatal paternity leave and childcare leave, and how to take leave in installments.
- ② The benefits of taking childcare leave are not only for the employee and family but also for the company, which can be expected to improve the organizational structure and culture, increase employee motivation, and promote the active participation of women.
- 3 Prohibition of harassment or disadvantageous treatment of employees taking maternity leave.
- 4 Simulations related to salary and childcare leave benefits to alleviate financial concerns.

Since the training materials were rolled out internally in October 2023, four male employees have taken childcare leave in the six months since. Changes were also seen in the way the system was utilized with employees taking postnatal paternity leave and childcare leave in installments to balance work and childcare and taking leave for periods ranging from a few weeks to a few months.

Establishment of Childcare and Nursing Care Consultation Service

Kyushu Nanbu Plastics Co., Ltd. provides support to help employees balance work and family life in order to respond flexibly to the changing needs of society. In recent years, the lifestyles and values of working people have become more diverse, and within this diversity, the needs for important life issues of childcare and nursing care have also changed.

Through its consultation services for childcare and nursing care, the company supports employees in flexibly adjusting their work styles to suit their own circumstances. In particular, when a new member of the family is born, the company provides information on childcare leave and return-to-work support systems, as well as support for the necessary procedures. The company also provide an environment in which employees can feel comfortable discussing issues and concerns related to nursing care by listening to them in a friendly manner.



Providing Information on Childcare and Family Care Leave Systems

Support for Balancing Care and Treatment

Nisshinbo Chemical Inc. has a system in place for employees who agree to share information among relevant parties so that they can continue working without missing opportunities for care and treatment because of their work. In order to ensure that employees do not miss opportunities for care and treatment because of their work, and that they can be active and fulfilled at work while providing nursing care or medical treatment, Nisshinbo Chemical Inc. shares the medical condition and treatment/caregiving schedule with the employee in question, and the range of work responsibilities is determined in consideration of the employee's physical condition and treatment, while confirming the opinions of the attending physician and occupational physician. The company also shares information with colleagues in the workplace who support the person in question to the extent necessary to gain their understanding.

Many employees have difficulty coming to work on all working days due to their own physical strength, hospital schedules, or nursing care schedules, and the company helps them balance their work with nursing care and treatment by taking time off and teleworking.

Nisshinbo Chemical Inc. is constantly improving our workplace environment to make it easier for individual employees to achieve results according to each person's situation.

Creating an Open Organizational Culture

As part of organizational climate reform, the Performance Chemicals Division of Nisshinbo Chemical Inc. conducts various activities, such as holding opinion-exchange meetings, sanshin (three-number) and greeting campaigns, communication e-mails and short speeches, and recreation. For example, at opinion exchange meetings, Nisshinbo Chemical Inc. identifies problems in operations, concerns about the workplace atmosphere, and other issues of concern to section employees, and implements measures for improvement.

Call someone by adding Mr. / Ms. and greeting campaign is designed to create an atmosphere of respect for others, while communication e-mails, short speeches, and recreation are conducted to learn about each other's personalities and to facilitate communication, thereby promoting friendship.

The effects of these initiatives have shown improvement results through questionnaires and other means.

For FY2024, Nisshinbo Chemical Inc. has formulated a declaration with the goal of "creating an organizational climate in which all employees can work with pride and vigor, think independently, and boldly take on new challenges." This is a declaration that all employees in the division will participate in thinking for themselves and taking on challenges and will further promote the creation of an atmosphere in the workplace that supports such challenges.

The company will proactively take on the challenge of reforming its organizational climate by fostering and establishing a culture of self-initiated change in the workplace environment.







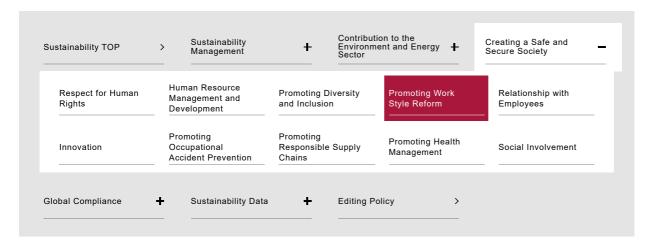
Pear harvesting

Introduced a Free-address System for Offices

Because of the aging of its leased building, the head office of Nisshinbo Urban Development Co., Ltd. moved to a new building in August 2023, and in conjunction with this move, introduced a free address system.

In the new office, the company created an environment where employees can naturally interact with each other by setting up a refreshment area and consolidating common equipment, stationery, and dust boxes, thereby promoting communication across departmental boundaries. Positive comments from employees include, "I am able to communicate with a variety of people, which has improved my work efficiency," "I have a different seat (different view) each day, which is a nice change of pace," and "I can no longer keep documents on my desk, which in turn reduces waste by proceeding with work using the minimum amount of necessary materials."

Nisshinbo Urban Development Co., Ltd. will continue to promote work style reforms to increase employee comfort and satisfaction, which will lead to improved work efficiency and maximized results.



■ Group Companies

Japan Radio Co., Ltd.

Nisshinbo Micro Devices Inc.

NISSHINTOA IWAO INC.

KOKUSAI DENKI Electric Inc.
D-CLUE Technologies Co., Ltd.
Nisshinbo Chemical Inc.

Nagano Japan Radio Co., Ltd. Nisshinbo Brake Inc. Nisshinbo Textile Inc. JRC Mobility Inc.

Nisshinbo Mechatronics Inc

2023	Automobile Brakes	Highlight from Integrated	Materiality			
	Precision Instruments	Report	Sustainability Promotion Plan			
Contact Us	Chemicals	IR Library	and KPIs			
3011.doi: 03	Textiles	Financial Highlights	Information Disclosure Based			
Group Overview	Real Estate	Stock-Related Information	on TCFD Recommendations			
Message from the President	T Tour Estats	Investor Relations News	Environmental Management			
Corporate Vision		Other IR Information	Respect for Human Rights			
Transition of Business			Intellectual Properties			
Portfolio			Promoting Responsible Supply			
Strategic Business Domains			Chains			
Corporate Profile			Thorough Compliance and			
			Corporate Ethics			
			Internal Control			
			GRI Content Index			
			Back Issues (CSR Report/CSR			
			& Sustainability Website) Report			
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Business Lines

Research & Development

A > Sustainability > Creating a Safe and Secure Society > Relationship with Employees Relationship with Employees

Basic Concept

The Nisshinbo Group's Human Resource Policy is "Business is People," and the Group values relationships with its employees and respects the individuality and strengths of each person in the management of its organization.

Promotion System

The Nisshinbo Group values relationships with its employees, and in order to build good relationships, under a system in which the Director and the Chief of the Corporate Strategy Center of Nisshinbo Holdings, Inc. is in charge, the Human Resources Group of the Human Resources & Administration Service Department and the Diversity Development Department of the Corporate Strategy Center have set targets and Key performance indicators (KPIs) and are engaged in activities.

Sustainability Promotion Plan and KPIs

Specific Initiatives of The Nisshinbo Group

Under the "Fifth Sustainability Promotion Plan," the Nisshinbo Group is focusing on "Engagement" and "Practice the Group's Corporate Philosophy" as key action items. The Group is promoting activities while implementing the PDCA cycle with the goals of ① Continue to conduct global survey and ② Promote the practice of the Group's Corporate Philosophy, VALUE, and Business Conduct Guidelines (Affirmation rate in global survey, 80% or more).

Practice the Group's Corporate Philosophy

In the "Fifth Sustainability Promotion Plan," the Nisshinbo Group sets "Practice the Group's Corporate Philosophy" as a priority activity item and "Communication of management's message based on the Group's Corporate Philosophy" as an action item, and sets the KPI of "Promote the practice of the Group's Corporate Philosophy, VALUE, and Business Conduct Guidelines (Affirmation rate in global survey, 80% or more)."

To instill the corporate philosophy, in addition to efforts such as messages from the presidents of group companies through various opportunities, the Group enhanced the multilingualization of the corporate philosophy handbook and distributed educational videos using the Learning Management System.

The corporate philosophy education video that was deployed to all Group companies in FY2023 shows how the Group Corporate Philosophy, VALUE, and Business Conduct Guidelines lead to business policies, management plans, and annual slogans, which in turn lead to management plans for each company, as well as goals for each workplace and individual. The content of the document includes the importance of each individual sincerely fulfilling individual roles.

In order to encourage changes in behavior and to support Challenge and Change as stated in the Group Corporate Philosophy, the Group will create continue to an environment that facilitates spontaneous challenges by providing information necessary for each step of Raise interest, Prepare, Implement, and Continue implementation and by introducing specific examples of implementation within the Group.

Global Survey

The Nisshinbo Group has conducted an annual survey of its employees since 2018. In FY2023, the number of target companies was expanded to all domestic group companies (34) and 42 overseas for a total of 76 companies. With 17,632 participants, the response rate was 94%, an extremely high response rate for a global survey.

The results were generally healthy, with 7 out of 15 categories reaching the level of no major problems, 4 categories requiring further monitoring, and 4 categories requiring attention. The cycle of analyzing the result data, clarifying and implementing priority measures, and then conducting a fixed-point observation of changes in scores in the following year's survey is repeated. To cultivate an organizational culture in which each individual is a diverse human resource and pursues innovation while respecting each other's different ways of thinking and ideas, the Group holds group-wide "Survey Managers' Meetings" to share the status of initiatives at each company and implements other ongoing activities to improve the organizational culture.

The survey will continue to be conducted in the future by expanding the number of companies covered by the survey.

Labor Union Status (Japan and Overseas)

In accordance with the laws and regulations of each country and region, Nisshinbo Group companies in Japan and overseas maintain mutually trusting labor-management relations through regular dialogues with labor unions and employee representatives of each company regarding working conditions for employees and the management situation of each company. Nisshinbo Holdings Inc. keeps abreast of the status of labor-management relations at Japan and overseas group companies and provides support to group companies as needed.

Labor unions at Japan group companies are members of the UA ZENSEN Union and Japanese Electrical Electronic & Information Union. All of them have established good labor-management relations, which are in a healthy state, with annual labor-management council meetings as well as other opportunities for labor-management discussions. The collective labor agreement concluded with the labor union stipulates that when transferring or reassigning employees for work-related reasons, the wishes of the employees themselves will be taken into consideration, and the labor union will be notified promptly after the decision is made. In the event of reassignment or other changes in assignment due to business restructuring, they consult with the labor union on the basis of securing employment.

With regard to employee health and safety, in order to ensure safety, promote the maintenance and improvement of health, and promote the creation of a comfortable work environment, labor and management are working together to improve the level of health and safety at group companies in Japan and overseas by holding group health and safety liaison meetings and conducting safety audits.

Dialogue between Group Company Employees and Top Management

To deepen understanding of the Nisshinbo Group, the president of Nisshinbo Holdings Inc. has been visiting group companies and holding meetings for direct dialogue with employees since 2021.

Meetings have been held at 40 locations, including overseas offices, and approximately 1,800 employees have participated so far, with the number of participants at each meeting limited to about 15 so that more time can be spent on questions and exchanges of opinions so that each employee can have more in-depth communication with the president. At the meeting, the president informs the participants of the current status of its group as a whole and what is expected of each department. Employees working on the front lines ask a wide range of questions about their own divisions and the future of the Group, including sustainability, D&I, and DX initiatives, and through dialogue a lively exchange of opinions takes place.



Dialogue between employees and top management

Specific Activities of the Group Companies

Conducted a Dialogue between All Employees and the President over a Two-Year Period

The president of Japan Radio Co., Ltd. conducted a total of 272 dialogues with 2,171 employees from May 2022 to December 2023 for all employees.

The president visited and spoke directly with employees at the head office and the Nagano plant, as well as at branch offices and destination offices. The purpose of the dialogue was to create an opportunity to reform the corporate culture, and the president started by talking to all employees in order to create a cheerful and rewarding organizational culture in which employees can say anything to each other. During the dialogue, management executives took into consideration psychological safety and created a space where it was easy to talk. The theme of the dialogue was the goals and action plans of employees in the company's ongoing reforms, and through the dialogue, management encouraged employees to think about the connection between the reforms and their daily work and the nature of the problems that they face in their daily work.

Japan Radio believes that it is very important for the president to have an opportunity to hear directly from the employees and to convey his/her thoughts to them.



Dialogue

Established Tokki Kawaraban to Provide Company Information to Employees.

In June 2023, JRC Tokki Co., Ltd. opened a website titled Tokki Kawaraban on the company intranet to provide information on what the management is thinking on a daily basis, what they are feeling at the time, and what they want to tell or inform employees.

All directors and executive officers, including the president, post information on the company intranet, focusing on information related to their duties.

Employees are also encouraged to ask management, "I want to hear something like this!" and "I want to hear something like that!" JRC Tokki also solicits requests from employees for information about the company's management.

JRC Tokki expects that this new attempt to launch the Tokki Kawaraban will have the effect of building a good relationship between employees and management and improving engagement, both of which are intangible.

In FY2023, the company published the magazine 11 times since its launch in June, at a pace of about twice a month.

Promote Information Sharing, including Company Performance

At Nisshinbo Mechatronics Inc., the president holds a briefing session on company performance and other matters at the end of the fiscal year and before the end of the half-year for the purpose of sharing current company information.

At the end of the fiscal year, the president explains the projected results for the current fiscal year, plans for the next fiscal year, the company's slogan, and the status of safety and health activities. At the semiannual meeting, the president reports on the progress of the current fiscal year's plan and shares company topics, initiatives of each division, and information on group companies. The president speaks directly to employees in his own words to convey his thoughts and to unify the direction in which the company is headed. The content of these briefings is also distributed via an e-learning video to the company's overseas offices to promote information sharing.

In addition to the president's explanations, employees from each workplace will also be invited to speak at the briefings to share their own initiatives.

Conduct Initial Town Hall Meeting after Opening Ceremony

Nisshinbo Comprehensive Precision Machining (Gurgaon) Pvt. Ltd. held a town hall meeting with more than a dozen employees following the opening ceremony in June 2023.

The meeting provided an opportunity to deepen understanding of the business and its policies, as well as to promote communication among employees and strengthen teamwork. Nisshinbo Comprehensive Precision Machining will continue to hold town hall meetings on a regular basis to maintain close communication with its employees.



Town Hall Meeting

Information Dissemination through the Use of General Closing Ceremonies

At Kyushu Nanbu Plastics Co., Ltd. regards the monthly company-wide closing ceremony as an important occasion. This end-of-day meeting is an important opportunity to share the results and challenges of its daily work and to enhance the strength of the entire organization.

The president, the Safety Secretariat, and the Quality Control Department present information, and a review of the previous month and future policies are given. The purpose of the meeting is to deepen understanding of the company's direction and goals, and at the same time, to consider the role and contribution of each and every employee.

In addition, as part of activities to improve the organizational climate, the persons in charge of each department will personally disseminate information on examples of improvements to the workplace environment and equipment maintenance. By learning about the hardships and efforts of other departments, individual departments are not isolated, and a sense of solidarity and empathy is created. This fosters a culture of cooperation that unites the entire organization.



Plenary Closing Address

Organizational Culture Reform Project

Nisshinbo Chemical Inc. is promoting activities to identify issues at the company and workplace and to make them better with the aim of creating a workplace where each and every employee can thrive and be active.

Working group members, who participate in the program by application from each department, consult regularly on each theme and actively take on the role of uncovering workplace issues, proposing ideas for measures, and flagging off activities. In addition, the group holds debriefing sessions with the participation of management and continues activities aimed at reforming the organizational climate of the company as a whole.

<Details of the Organizational Culture Reform Project>

- ① Development of management's message, dissemination of internal information, and exchange of opinions with management
- ② Creation of an environment necessary for the promotion of digitalization and information sharing
- ③ Implementation of practical training in other departments and enhancement of the education system
- 4 Raise awareness through videos of other companies' case studies
- ⑤ Identification of issues through employee awareness surveys
- 6 Addressing of issues specific to each office, division, and workplace



Project Debriefing Session

Relations with Employees, including Family Members

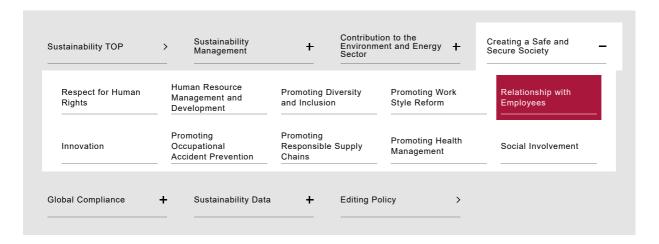
Nisshinbo Do Brasil Industria Textil LTDA. holds an annual Festa (BBQ) for all employees and their families on May 1.

This annual festa is held by company executives to express their gratitude to employees and their families for their daily work, cooperation, and understanding. At the Festa, the company also prepares playground equipment for children to play energetically. The company also provides entertainment with prizes, such as TVs, drawn by lottery. In addition, a New Year's party (dinner party) is held every January for company executives and their families. Nisshinbo Do Brasil Industria Textil explains the company's situation, talks about our New Year's resolutions, and deepens the bonds over a meal.

At the factory, young executives and the factory manager hold an interview once every six months. They talk about the company policies and their individual situations in an informal manner, exchanging opinions and providing feedback, thereby valuing the relationship with employees.



Festival



■ Group Companies

Japan Radio Co., Ltd.

Nisshinbo Micro Devices Inc.

NISSHINTOA IWAO INC.

KOKUSAI DENKI Electric Inc.
D-CLUE Technologies Co., Ltd.
Nisshinbo Chemical Inc.

Nagano Japan Radio Co., Ltd. Nisshinbo Brake Inc. Nisshinbo Textile Inc. JRC Mobility Inc.

Nisshinbo Mechatronics Inc.

NSSHINBO News **Business Lines Investor Relations** Sustainability Research and Development Management Information Nisshinbo Group Human Rights 2025 Wireless and Communications 2024 Corporate Governance Microdevice Value-Creation Process 2023 Highlight from Integrated Automobile Brakes Report Materiality Precision Instruments Sustainability Promotion Plan **Contact Us** and KPIs Chemicals Financial Highlights Information Disclosure Based Stock-Related Information Textiles **Group Overview** on TCFD Recommendations Message from the President Real Estate Investor Relations News Environmental Management Other IR Information Corporate Vision Respect for Human Rights Transition of Business Intellectual Properties Portfolio Promoting Responsible Supply Strategic Business Domains Chains Corporate Profile Thorough Compliance and Corporate Ethics Internal Control GRI Content Index Back Issues (CSR Report/CSR & Sustainability Website) Report Editing Policy

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Business Lines

★ > Sustainability > Creating a Safe and Secure Society > Innovation

Innovation



In the nearly 120 years since its foundation, the Nisshinbo Group has always been committed to contributing to human society through its business activities. Under the Group's corporate philosophy, "Change and Challenge! For the creation of the future of Earth and People," the Group set to create new value to inspire and satisfy its customers as one of its VALUE. The Nisshinbo Group has continue to challenge change by positioning "Boldly Striving Forward" and "Innovation" as its Business Conduct Guidelines.

Currently, the Group is committed to the development of high-performance, high-quality, and competitive products and technologies in the three strategic business domains of "Mobility," "Infrastructure & Safety," and "Life & Healthcare," as well as to the protection and utilization of intellectual property. In addition, the Group strives to deliver products and services with the required functionality and quality to promote customer-driven value creation and to earn the satisfaction and trust of its customers through superior quality.

Research and Development

The Nisshinbo Group will continue to take on the challenge of creating valuable products and technologies to realize a sustainable economy and society.

▶ Research and Development

Intellectual Properties

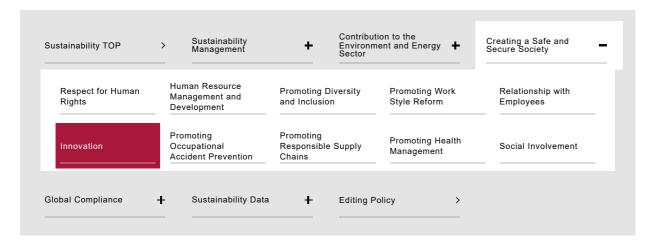
The Nisshinbo Group acquires, protects, and utilizes intellectual property to create products and services that meet the needs of society.

Intellectual Properties

Initiatives to Improve Quality and Customer Satisfaction

The Nisshinbo Group will continue to provide excitement and satisfaction to its customers by creating value from the customer's perspective.

▶ Initiatives to Improve Quality and Customer Satisfaction



□ Group Companies

Japan Radio Co., Ltd.

Nisshinbo Micro Devices Inc.

NISSHINTOA IWAO INC.

KOKUSAI DENKI Electric Inc.
D-CLUE Technologies Co., Ltd.
Nisshinbo Chemical Inc.

Nagano Japan Radio Co., Ltd. Nisshinbo Brake Inc. Nisshinbo Textile Inc. JRC Mobility Inc.

Nisshinbo Mechatronics Inc.

NSSHNBO Business Lines Sustainability News Investor Relations Research and Development 2025 Wireless and Management Information Nisshinbo Group Human Rights Communications Statement 2024 | Corporate Governance Value-Creation Process Microdevice 2023 | Highlight from Integrated Automobile Brakes Materiality Sustainability Promotion Plan | IR Library Precision Instruments **Contact Us** and KPIs Financial Highlights Information Disclosure Based Stock-Related Information **Group Overview** Textiles on TCFD Recommendations Message from the President Real Estate | Investor Relations News Environmental Management Other IR Information Corporate Vision Respect for Human Rights Transition of Business Intellectual Properties Portfolio Promoting Responsible Supply Strategic Business Domains Chains Corporate Profile Thorough Compliance and Corporate Ethics Internal Control GRI Content Index Back Issues (CSR Report/CSR & Sustainability Website) Report Editing Policy Sitemap Terms of Use Privacy Policy Social Media Policy Cookie Policy

nvestor Relations

Sustainability

Research & Development

* Sustainability > Creating a Safe and Secure Society > Promoting Occupational Accident Prevention

Promoting Occupational Accident Prevention



Basic Concept

The Nisshinbo Group's Business Conduct Guidelines states that "Safety is the Basis for Everything" and clearly states that the Group holds safety as the top priority for all of its activities to bring high-quality products to customers.

Promotion System

The Nisshinbo Group has established a Group Health and Safety Liaison Conference to promote the prevention of occupational accidents throughout the Group. Under a system in which the director and the chief of the Corporate Strategy Center of Nisshinbo Holdings Inc. serves as group supervisor, The Health & Safety Group of the Sustainability Development Department of the Corporate Strategy Center serves as the secretariat and is working on the activities. To promote activities for occupational safety and health based on the Sustainability Promotion Plan, targets and Key performance indicators (KPIs) are managed, and measures are implemented.

In addition, a management review is conducted at Board of Management of Nisshinbo Holdings Inc. on the Group's progress in achieving targets, the status of occupational accidents, and the results of health and safety audits, and the president and the director, who is the chief executive officer, provides instructions on targets and priority policies for the following year. Management reviews are also reported to the Board of Directors.

▶ Sustainability Promotion Plan and KPIs

Specific Initiatives of the Nisshinbo Group

In the "Fifth Sustainability Promotion Plan," the Group designated the promotion activities for occupational safety and health as a key action items and is working to prevent occupational accidents. The Nisshinbo Group is working to achieve the goal by implementing the PDCA cycle and the number of serious accidents "0" as a KPI.

In FY2024, the Nisshinbo Group will continue its efforts to prevent serious accidents, strengthen chemical substance management, and promote preventive measures for behavioral accidents under the priority policy of strengthening safety and health activities as was done in FY2023.

The main specific activities in FY2023 were as follows:

- Prevention of serious accidents
 - When introducing new machinery, equipment, or new chemical substances, or when making major changes in work content, risk assessment is utilized to promote measures to reduce major risks.
- ② Strengthen preventive safety activities
 - Re-establish a system for autonomous chemical substance management at each business location.
- 3 Improvement of hazard sensitivity
 - Improve each employee's sensitivity to danger by improving communication through hazard prediction training and Hiyari-Hatto (near-miss) reporting activities.

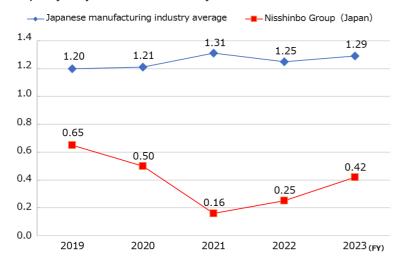
Occurrence of Occupational Injuries

The frequency rate of lost time injuries, * which represents the frequency of occupational accidents, worsened compared to FY2022 for the Japan group as a whole, but remained at a favorable level compared to the Japanese manufacturing industry.

When an occupational accident occurs, the person in charge of health and safety and the manager or supervisor of the department where the accident occurred conduct interviews the workers involved, including those affected, to determine the true cause and to implement measures to prevent a recurrence. In addition, the details of the occupational accident and countermeasures are compiled into a report and disseminated to all Nisshinbo Group companies to help prevent similar accidents.

* Frequency of injuries with lost work days: an index of the frequency of injuries with lost work days. Expressed as the number of work-related fatalities and injuries per 1 million total working hours.

Frequency of Injuries with Lost Work Days



Safety and Health Activities and 5S Activities

In addition to education at the time of hiring and at the time of changes in work content, each business site of the Nisshinbo Group strives to raise the safety awareness of each and every employee through small group activities and training to improve the abilities of employees engaged in safety and health work, hazard prediction training, 5S (Sorting, Setting-in-Order, Shining, Standardizing, Sustaining the Discipline) activities, and risk simulation education. Nisshinbo also formulates annual plans and systematically conducts risk assessments of equipment, operations, and chemical substances to determine priorities and implement preventive safety measures.



Health and Safety Education and Training

In accordance with the Nisshinbo Group's priority policy for FY2023 of strengthening safety and health activities, the event provided an opportunity to learn about the implementation status of safety and health management and safety and health activities at the complex business sites. A total of 77 persons in charge of safety and health at each business site participated.

The Nagano Plant, the site of this study session, comprises five companies: Japan Radio Co., Ltd., Nagano Japan Radio Co., Ltd., Nagano Japan Radio Manufacturing Co., Ltd., JRC logistics Co., Ltd., and JRC Mobility Inc. The participants exchanged opinions on jointly conducted safety and health activities and issues related to the commonization of rules.



Health and safety education and training

Safety and Health Audits

The Nisshinbo Group periodically audits the status of health and safety management at each business site by organizing an audit team consisting of the Health & Safety Group of Nisshinbo Holdings Inc., the labor union, health and safety managers representing operating companies, and health and safety managers from other business sites. In FY2023, Nisshinbo conducted health and safety audits at 46 business sites in Japan, mainly manufacturing sites, and 4 overseas business sites.

At the end of the fiscal year, the monitoring team prepare a comprehensive audit report based on these audit results. The team also share accident risk analysis results and case studies of excellent activities throughout the Group and incorporate them into occupational safety and health activities in the following fiscal year.

Chemical Substance Management Initiatives

From 2023, autonomous management of chemical substances has been required because of the revision of government ordinances related to the Industrial Safety and Health Act. Since chemical substances are used at many business sites, a study group was held with experts from domestic group companies to develop Guidelines for Chemical Substance Management at Workplaces and deployed them to all business sites so that they can respond to autonomous management without omissions. The study group will continue in 2024 to exchange information with the departments in charge on the status and challenges of management in accordance with the guidelines.

Activities at Business Sites in Overseas

Overseas group companies strive to raise the awareness of safety by each employee through the implementation of danger-detection training and danger-perception training provided at each site in cooperation with the core companies under its jurisdiction in accordance with the Guidelines for Behavior with the "Safety is the Basis for Everything." In addition, the Nisshinbo Group works to prevent the recurrence of occupational injuries at sites within the Group companies and to prevent similar injuries. Regarding the chemical substances handled, the Group continue to disseminate the danger and thoroughly implement the use of protective equipment to prevent health problems.

Specific Activities of the Group Companies

One Word KY Presentation to Increase Sensitivity to Danger

At JRC Tokki Co., Ltd. a one-word presentation on hazard prediction (KY) is given at each department's morning meeting as an activity to increase sensitivity to danger.

Each presenter gives a presentation on the hazards the employee perceives while commuting or working, and a list of these hazards is compiled and disseminated throughout the company, along with comments from department managers.

Many accidents and disasters are caused by human error. In order to eliminate these human error accidents, it is necessary to implement physical measures, such as machinery and equipment, and management measures, such as knowledge and skills training related to safety and health. Hazard prediction (KY) activities are conducted to help each individual sharpen his or her sensitivity to danger and improve concentration at key points of action.

The one-word presentations were developed for commuting, such as slips and falls during rain and snowfall and bicycles driving on the left side of the road, and for work, such as preventing falls when moving loads on a cart. In FY2023, there were 740 cases announce.

Disaster Prevention, Safety, and Health Activities

Nisshinbo Micro Devices Fukuoka Co., Ltd. has set a goal of zero disasters and conducts disaster prevention safety and health activities with a spirit of selfreliance and altruism.

- 1) Workplace improvements that take into account older workers
- A step standardization team was formed and all steps existing in the company were measured; steps were defined as 5.0 mm or more in reference to the JIS standards, and regulations were established and put into operation to standardize the method of displaying warning signs. In addition, clean shoes designed to prevent tripping were introduced and distributed to older workers in turn.
- 2 Measures to prevent accidents during commuting by bicycle
 - A Safety Protection Team of selected bicycle commuters was formed to strengthen the follow-up system by providing assistance in inspecting bicycles for commuting and consultation on repairs. Education for bicycle commuters is provided once a year, and voluntary bicycle inspections are conducted twice a year
- 3 Measures to prevent work-related accidents due to the transportation of heavy objects Specialized carts and storage racks were built in-house to avoid transporting heavy items by hand. In addition, regulations to standardize the handling of heavy materials were established and put into operation.





Safety protection team



In-house carts and storage racks

Promote Acquisition of Safety Basic Assessor certification

Nisshinbo Micro Devices AT Co., Ltd. has been working to acquire the Safety Basic Assessor* qualification since 2021, mainly for maintenance workers in the manufacturing department, as an activity to reduce the risk of accidents in the workplace. Through this certification, it is expected to increase safety awareness, foster a sense of security, and improve wellbeing, thereby raising the level of safety awareness throughout the manufacturing site.

In 2023, 20 new members obtained the certification, bringing the total number of certified members to 32 out of 85, for a certification rate of 38%. The company will continue to ensure safe operations by having all maintainers obtain the certification.

* It is a safety certification that certifies universal and basic knowledge of machine safety as defined by the Japan Certification Corporation and is also specified in the Ministry of Health, Labor and Welfare's notice as effective for machine safety education for machine users' foremen, work supervisors, and safety personnel



Scene of a safety course

Received the National Award for Excellence in Safety and Health

Nisshinbo Micro Devices (Thailand) Co., Ltd. received the first Safety and Health Excellent Workplace Award from Lamphun Province in 2004 with the aim of providing a safe work environment within the company and raising employee safety awareness through safety and health activities. Since then, the company has received the Lampoon Province Safety and Health Excellence Award for five consecutive years, and in 2009, the sixth year of the award, the company received the National Level Safety and Health Excellence Award for the first time.

In FY2023, the company participated in the Safety and Health Excellent Workplace Contest organized by the Department of Labor Protection and Welfare, Ministry of Labor, Thailand. As a result, the company was awarded the Platinum Level of the National Safety and Health Excellent Workplace Award for the 20th consecutive year for the various safety, health, and welfare promotion activities implemented in FY2022. The company was represented by Mr. Nongnut, Administrative Director, and Mr. Chalinrat, Chief of the Safety and Health Promotion Division, who attended the award ceremony held at the Ministry of Labor in Bangkok on September 18, 2023.



National Safety and Health Excellent Business Office Award Platinum Level



Award ceremony

Efforts to Enhance Safety and Health Education

The Nisshinbo Brake Inc. Tatebayashi Plant is working to enhance safety and health education. Among these, training for foremen has traditionally required completion of an external training course conducted by a designated corporation in accordance with the Safety and Health Law.

In order to achieve flexible and effective in-house training that is consistent with in-house safety and health training at the worksite and in line with work content, safety and health staff obtained the Ministry of Labor Method Safety and Health Training Trainer for Worksite Supervisors (RST) certification, which is an instructor requirement for implementing training for worksite managers. The company has a proven track record of providing timely foreman training by following the designated curriculum for foreman training, creating educational content tailored to the work content of the business site, and scheduling it flexibly to coincide with the timing of the appointment of foreman. In addition, in-house simulated occupational injury training is also regularly conducted by instructors with RSTs, in coordination with each safety and health training program.

The company is working to enhance in-house safety and health education while improving the skills of its safety and health instructors. The company hopes that these daily efforts will lead to the maintenance and improvement of safety and health awareness in each workplace.



Workers' accident simulation education

Promote Safety Activities

At Nisshinbo Automotive Manufacturing Inc. (NAMI) in the United States, all accidents and incidents are thoroughly investigated by the safety team and management to determine the cause and implement corrective actions to prevent similar incidents.

<Main Safety Activities>

- ① Sharing daily safety messages
- ② Creation and posting of alert materials to prevent the recurrence of accidents and similar incidents
- 3 Post monthly safety topics
- ④ Start of "PPE audit walks (checking personal protective equipment on site)" to ensure NAMI's safety management policy

Holding of The 5S Contest

In FY2022, Nisshinbo Mechatronics Inc. saw further promotion of 5S (Sorting, Setting-in-Order, Shining, Standardizing, Sustaining the Discipline) activities at each of its sites through the 5S Contest Excellent Business Site Tour.

Selected teams from each site (nine domestic and six overseas) conducted the first round of judging in November. As a result, four domestic and three overseas teams participated in the final screening held on January 16 at Miai Machinery Plant. The teams that participated in the final judging were the ones that had devised activities based on the keywords "participation by all," and among them, the teams with the highest level of in-depth investigation. The team leaders made the following comments: "We will continue our efforts for further improvement."

In FY2024, the company plans to hold a Global Contest for Safety + 5S. The company will continue to promote activities that lead to improvements in safety, 5S, and quality from a variety of different perspectives.



5S Contest

Promote Voluntary Safety Activities

Nisshinbo Mechatronics (Shanghai) Co., Ltd. conducts safety patrols (once a month) by top management and provides opportunities to receive reports on voluntary 5S and other examples of safety and health activities at each workplace.

The company has created a system that allows anyone to easily report any hazardous areas found in the company via smartphone, so that hazardous areas can be remedied quickly. The program has been in place since February 2023 with a total of 159 reports per year.

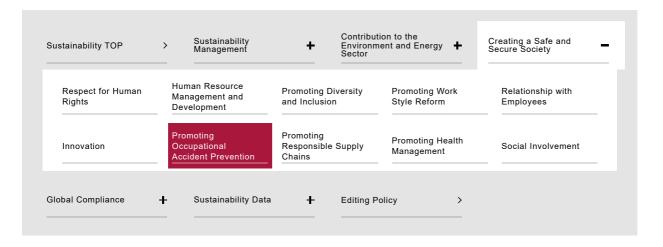
Motivation Activation

PT. Standard Indonesia Industry holds a general meeting every month to commend outstanding 5S activity teams and outstanding improvement proposals in front of all employees.

Weekly 5S patrols are conducted and each area is evaluated based on a 5S evaluation chart, including tidiness, and an outstanding team is selected based on the evaluation. As for the improvement proposals, those with the highest contribution will be selected from among the submitted proposals. At the awards ceremony, the difficulties encountered in 5S and the motivation for improvement proposals were explained in front of everyone. The company believes that this will not only motivate the employees who receive the awards but also motivate the employees who participated in the awards ceremony to aim for the awards in the next and subsequent years. The award ceremony was also posted on the company's SNS and received a lot of positive feedback from family, friends, and fellow workers who saw the SNS.



5S activity award ceremony



□ Group Companies

Japan Radio Co., Ltd.

Nisshinbo Micro Devices Inc.

NISSHINTOA IWAO INC.

KOKUSAI DENKI Electric Inc.
D-CLUE Technologies Co., Ltd.
Nisshinbo Chemical Inc.

Nagano Japan Radio Co., Ltd. Nisshinbo Brake Inc. Nisshinbo Textile Inc. JRC Mobility Inc.

Nisshinbo Mechatronics Inc.

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Basic Concept

The Nisshinbo Group's Business Conduct Guidelines, which includes "Thorough-Going Compliance" and "Fair and Transparent Business Practices," stipulates that the Group will always act fairly and with integrity in a wide range of social rules and corporate ethics, and that the Group will respect its suppliers as equal partners through sound business relationships, aiming for sustainable transactions throughout the supply chain.

To address sustainability throughout the Group's supply chain, we established the "Nisshinbo Group Sustainable Procurement Basic Policy" in 2015, under aspects such as legal compliance, fair trade, information security, environment protection, human rights, safety & health, and quality & safety. The basic policy was revised in 2024 after a review in response to recent social demands. Furthermore, we established the "Nisshinbo Group Sustainable Procurement Guidelines."

The Nisshinbo Group promotes sustainable procurement initiatives while ensuring that all suppliers understand the Group's basic policies and guideline.

■ Nisshinbo Group Sustainable Procurement Basic Policy

- ① To strictly observe all legal obligations and social norms
- ② To ensure a safe and comfortable work environment where human rights are respected
- 3 To strive for a secure and healthy living and working environment
- ④ To give due consideration to protection of the environment
- ⑤ To always pursue business in a sound and fair manner
- 6 To procure raw materials responsibly
- To aim to ensure the quality and safety of all products and service
- ® To properly manage all information
- 9 To have a business continuity plan in place
- Nisshinbo Group Sustainable Procurement Guideline

Promotion System

The Nisshinbo Group established a meeting of purchasing operations personnel under the supervision of the Purchase Group of the Human Resources & Administration Service Department of the Corporate Strategy Center under a system in which the director and the chief of the Corporate Strategy Center of Nisshinbo Holdings, Inc. is in charge to promote sustainable procurement. To achieve the goals of the Sustainability Promotion Plan, which include "Improving sustainable procurement in collaboration with suppliers," "Implementation of global initiatives," and "Expanding internal awareness-raising activities," the Group is managing targets and Key performance indicators (KPIs) and implementing measures to achieve them.

▶ Sustainability Promotion Plan and KPIs

Specific Initiatives of the Nisshinbo Group

In the "Fifth Sustainability Promotion Plan," the Group has designated promotion of sustainable procurement as a key action items and is working to promote a responsible supply chain. The Group has set KPIs for ① Evaluation of improvement efforts based on the results of the sustainable survey to major suppliers (more than 80% of transaction amount), 100% and ② Consideration and implementation of deployment methods to the supply chain at overseas business

connection and critical overseas locations, ③ Implementation rate of training for purchasing staff (annual theme), 100%, and is promoting activities while implementing the PDCA cycle.

In FY2023, the Group focused on the global expansion of sustainable procurement initiatives as a major pillar of activities. In addition to regular meetings of purchasing managers in July and December, meetings were held every month from August onward to check the implementation status of sustainable procurement at overseas offices of group companies and to discuss methods for global deployment. In the future, Nisshinbo plans to conduct questionnaires and feedback to suppliers at overseas business sites as it did in Japan.

Implementation of Sustainable Procurement Survey and Improvement Activities

In order to confirm the status of our sustainable procurement initiatives, Nisshinbo Group companies in Japan have been conducting a questionnaire survey of major suppliers in Japan and providing feedback on the results since 2017. The results of the survey are fed back to suppliers for their use in improvement activities toward sustainable procurement. Through these activities, the Nisshinbo Group Basic Policy for Sustainable Procurement has been disseminated to suppliers.

The scope of the survey for FY2023 was expanded from 70% of the scope of FY2022 to include suppliers covering 80% of the transaction value of each core company. Many of the suppliers who have been surveyed and provided feedback multiple times so far have seen their evaluation points increase. New suppliers tended to receive relatively lower points. Nisshinbo is promoting sustainable procurement by informing suppliers of the survey results and asking them to use the results for improvement.

In FY2024, Nisshinbo plans to expand the sustainable procurement survey to suppliers at overseas business sites. In addition to globalization, the Group plans to revise the content of the questionnaire to comply with the Nisshinbo Group's Sustainable Procurement Guidelines since the requirements of companies in sustainable procurement are constantly changing.

Implementation of Training for Purchasing Managers

In FY2023, Nisshinbo conducted in-house training on Subcontract Act-related matters for purchasing staff of Nisshinbo Group companies in Japan. The Group considers an understanding of the Subcontract Act to Subcontractors as essential for those involved in purchasing operations, and Nisshinbo strives to maintain appropriate transactions by repeatedly providing training to those in charge of purchasing, including recent cases.

The Group will continue to select important themes each time in conjunction with the biannual purchasing managers' meeting and plans to conduct educational activities for employees engaged in purchasing operations in the future.

Declaration to Build Partnerships and Compliance with the Subcontract Act

The Declaration to Build Partnerships mechanism was established in May 2020 at the Council for Promoting Partnership Building for the Future, whose members include relevant cabinet ministers (Cabinet Office, METI, MHLW, MAFF, MLIT, and the Deputy Chief Cabinet Secretary), Keidanren chairman, JCCI president, and the RENGO chairman. This "Declaration to Build Partnerships" is a declaration of efforts for cooperation, coexistence and co-prosperity with business partners in the supply chain and compliance with desirable business practices between parent companies and subcontractors (the Promotion Standards based on the Law for the Promotion of Small and Medium-sized Subcontractors): the prevention of unfair assignment on trade terms and conditions to subcontractors. Nisshinbo Holdings Inc. has issued its Declaration to Build Partnerships for 2020, and is promoting collaboration with suppliers. In March 2024, Nisshinbo Micro Devices Inc. issued its Declaration to Build Partnerships.

"Declaration to Build Partnerships" portal site

https://www.biz-partnership.ip/index.html



Specific Activities of the Group Companies

Sustainable Procurement and Green Procurement Initiatives

In 2023, Japan Radio Co., Ltd. formulated the Japan Radio Basic Policy for Sustainable Procurement based on the Nisshinbo Group Basic Policy for Sustainable Procurement in order to achieve sustainable procurement while fulfilling our social responsibility in the supply chain. The company also promotes understanding and awareness of the company's procurement activities in order to promote sustainable procurement activities together with our suppliers.

- ① Formulation and dissemination of Japan Radio's Basic Policies for Sustainable Procurement

 Japan Radio Co., Ltd. asked 183 of our top 80% of suppliers in terms of annual order value to inform suppliers of the Basic Policy on Sustainable Procurement and to agree to it, and 98% of suppliers responded that they agree with the policy.
- ② Revised the Green Procurement Guidelines (9th edition) in February 2020 (posted on the company website)
 Japan Radio Co., Ltd. promotes environmental conservation by prioritizing the purchase of lead-free parts and RoHS compliant parts in accordance with the Environmentally Conscious Product Design Guidelines for parts, materials, and units incorporated into its products.

Development of the Basic Sustainability Procurement Policy

Nisshinbo Mechatronics Inc. explains its basic procurement policy to its suppliers in Japan and overseas and conducts surveys to understand the current status and initiatives of suppliers.

In particular, for suppliers in China, Vietnam, and other countries, Nisshinbo Mechatronics Inc. visits local suppliers whenever possible to meet directly with their representatives and explain the company's basic procurement policy. Nisshinbo Mechatronics Inc. explains to them that it does not violate laws and regulations or allow child labor or forced labor to take place, and that Nisshinbo Mechatronics Inc. cannot do business with companies where such practices take place, and they agree to this. The company also explains the export control regulations and asks them to thoroughly manage technical documents and drawings in accordance with the regulations, and Nisshinbo Mechatronics Inc. instructs them to ensure that the same controls are applied to their secondary suppliers.

Launch of the Carbon Neutral Activity Team

Nisshinbo Mechatronics (Shanghai) Co., Ltd. organized and participated in a team of customer-sponsored activities as part of its efforts to become carbon neutral, and under the guidance of a third-party organization, prepared a carbon footprint report that clarified a survey of CO2 emissions from the ordering of raw materials to the delivery of products by the company in the first half of FY2023. As a result, the company received a certificate from the Shanghai Setsuyo Engineering Technology Association certifying the accuracy of the report.

In the second half of 2023, a skill test for greenhouse gas emission controllers was held, and the company's controller was certified by the association as a CO2 emission controller (intermediate level). In addition, the manager participated in a customer-sponsored training session on carbon neutrality and learned about greenhouse gas emissions management methods and reduction techniques, such as reducing energy consumption in plant facilities, promoting recycling, communicating environmental protection principles internally, and sharing CO2 reduction case studies.

In the future, Nisshinbo Mechatronics (Shanghai) Co., Ltd. will implement these greenhouse gas emission management and reduction methods, increase the number of products subject to carbon footprint reporting, and expand the scope of its activities.

Sustainability Survey Requests

The Nisshinbo Textile Inc. Osaka Branch continues to conduct sustainability procurement questionnaires for consignment processors and suppliers.

In FY2023, with three new Group subsidiaries (Naigai Shirts Co., Ltd., PT. Nikawa Textile Industry, and PT. Nisshinbo Indonesia), one contract processor, and eight suppliers, a total of 25 companies were surveyed. The transaction value with the 25 companies surveyed accounts for approximately 90% of the company's total transaction value. Many of the suppliers are subcontractors and small and medium-sized companies, and their efforts in supply chain management and business continuity planning items tend to be weak, but Nisshinbo Textile Inc. is implementing measures based on multiple purchases whenever possible to avoid any risks.

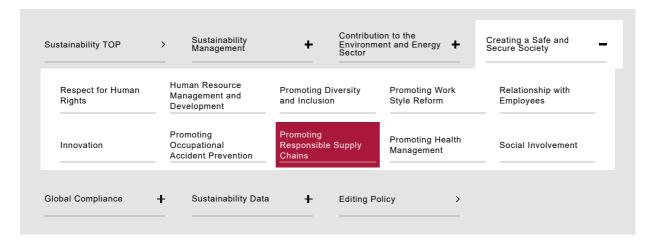
Through continuous implementation of the questionnaire, Nisshinbo Textile Inc. has also seen improvements in the status of suppliers' sustainability initiatives. The company will continue to conduct the survey and strive for improvement in the future.

Sustainable Sourcing of Cotton

Nisshinbo Do Brasil Industria Textil LTDA. in Brazil is a member of the Better Cotton Initiative (BCI).

BCI is an international NGO that works to resolve issues faced by cotton farmers, such as improving the massive consumption of water, improving the global environmental burden caused by excessive pesticide spraying, and improving farmers' rights. The company achieves sustainable procurement by receiving raw materials from farmers who are members of the BCI. In addition, by selling raw yarn to BCI member SPAs (specialty retailers) and apparel users, the company has established traceability from raw materials to finished products.

In FY2023, the company sold 1,298 tons of yarn made from BCI cotton. The company will continue to strive to earn consumer trust through sustainable sourcing and handling of products with established traceability.



■ Group Companies

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Promoting Health Management



Basic Concept

The Nisshinbo Group considers the promotion of health management to be "the goal of becoming a corporate group that continues to be needed by society through the creation of an environment in which each and every employee can play an active role by promoting the health of employees and the organization," and each group company is engaged in such activities.

Promotion System

Under a system in which the Director and the Chief of the Corporate Strategy Center of Nisshinbo Holdings, Inc. is in charge, the Nisshinbo Group launched the "Group Health Management Department Meeting" in FY2018, which is attended by the persons in charge of the health care divisions of each group company, to promote health management throughout the Group. The meeting is held every September to promote unified activities.

The health policies of each group company are shared. The activities of each company are carried out while respecting their uniqueness as well.

To promote health management based on the Sustainability Promotion Plan, the Group is managing targets and Key performance indicators (KPIs) and implementing measures.

▶ Sustainability Promotion Plan and KPIs

Health Management

The Nisshinbo Group promotes health management throughout the Group. Specifically, the following three health management measures are being promoted as the three pillars of the Nisshinbo Group's activities:

- ① "Individual health": Implement lifestyle improvement measures based on the results of health checkups
- 2 "Organizational health": Visualize trends in health checkup results on an organizational basis and identify issues
- ③ "Ensuring the fulfillment of the obligation to give due consideration to safety": Unify the standards for work restrictions throughout the group

Framework for Health Management Measures



Nine companies were certified in the large corporate sector under the Certified Health and Productivity Management Organization Recognition Program, which is designed by the Ministry of Economy, Trade and Industry and selected by the Japan Health Council. Four companies were certified in the small and medium scale corporate sector under the Certified Health and Productivity Management Organization Recognition Program 2024.

Acquisition of Certification as an Excellent Corporation for Health Management 2024

Specific Initiatives of The Nisshinbo Group

In the "Fifth Sustainability Promotion Plan," the Nisshinbo Group has designated cultivation of employee health as a key action items and are working to promote health management. The Group is working to achieve the following KPI targets: ① Rate of patients receiving detailed examinations after regular health checkups, 85% or more, and ② Implementation rate of health guidance for high-risk workers, 100%. In addition, in FY2023, as in FY2022, based on the concept of "protecting the health of workplaces and employees and enhancing productivity through health management measures," the following activities were promoted.

- ① Improvement of the ratio of employees found to have lifestyle-related diseases
- 2 Reduction of overall health risks through stress checks
- ③ Prepare health management reports that quantify the health status of employees
- 4 Industrial health personnel from group companies coordinate to conduct health awareness activities

Improvement of Lifestyle Habits

Based on the results of regular health checkups, the Nisshinbo Group is working to improve the lifestyle of employees at each group company to "reduce the smoking rate," "promote exercise habits," and "increase the percentage of employees who get enough rest through sleep."

Activities to reduce smoking rate

- ① Reviewing the operation of smoking areas, such as removing indoor smoking rooms and shortening the hours of use of smoking areas
- ② Providing subsidies for outpatient smoking cessation, incentives to quit smoking and smoking cessation support service assistance
- $\ensuremath{\mathfrak{I}}$ Seminars on smoking cessation by industrial and other physicians
- $\ensuremath{\mathfrak{A}}$ Displaying posters on World No Tobacco Day and smoking cessation

■ Promotional activities for exercise habits

- ① Holding events to encourage walking (exercise)
- $\ensuremath{\mathfrak{D}}$ Holding sporting events (bowling tournaments etc.)
- $\ensuremath{\mathfrak{I}}$ Hands-on health exhibitions by occupational health personnel
- (4) Participation in exercise experience of private business (Web-based exercise seminars by instructors, yoga classes, and other exercise activities)
- ⑤ Promoting the use of stairs
- ⑥ Implementation of workplace exercises
- $\ensuremath{{\ensuremath{\mathcal{D}}}}$ Providing information on exercise, such as introducing walking courses
- ® Holding seminars on exercise habits by industrial and other physicians



③ Hands-on health exhibitions by occupational health personnel



 $\ensuremath{\textcircled{4}}$ Web-based exercise seminars by instructors

■ Activities to increase the percentage of people who get enough rest through sleep

- ① Providing information on shift work, mental and physical health management, and sleep
- ② Seminars on sleep by industrial and other physicians

Mental Health Care

- 1 Interviews with industrial physicians for high-stress employees
- 2 Mental health interviews by supervisors
- 3 Mental health counseling
- Workplace Improvement Using Work Stress Judgment Chart
- (5) Providing information on stress measures and mental health
- 6 Providing information on harassment
- 7 Providing information on promotion of communication in the workplace
- ® Seminars on mental health by industrial and other physicians

Promotion of Collaborative Health Care by Each Health Insurance Association and the Company

In line with the company's promotion of health management, health insurance associations are also working together with the company to improve the lifestyle of subscribers and to prevent illness.

Specific examples of collaborative health are as follows:

- 1 Motivational support for specific health guidance
- ② Assistance with the cost of outpatient smoking cessation and smoking cessation support services
- 3 Sponsorship of walking events
- Subsidies for influenza vaccination costs
- ⑤ Dental checkups

Promoting understanding of women's health-related issues

Nisshinbo Group believes that improving the understanding of women's health-related issues and creating an environment in which women can work comfortably will lead to improved performance by women; therefore, Nisshinbo Group implemented e-learning education for women's health-related issues in FY2023 with the aim of ensuring that managers have the correct knowledge. In FY2024, promotional activities are planned on the theme of menopause.

Specific Activities of the Group Companies

Health Lectures for Executives

In September 2023, Japan Radio Co., Ltd. held a lecture on the following four essentials of health management with an industrial physician as the lecturer under the theme of "What advantages does health management have for the company?"

- ① Importance of considering employee health management from a managerial perspective
- $\ensuremath{\mathfrak{D}}$ The significance of strategically implementing health management
- 3 The fact that investing in employee health based on the corporate philosophy will lead to improved employee vitality
- $\ensuremath{\mathfrak{A}}$ The expected improvement in business performance as a result of health management

The industrial physician commented that the executives seemed to take the lecture positively and understood the importance of health management. After the lecture, the executives asked many questions about other companies' absence measures, the importance of presenteeism, and the need for sleep during lunch breaks, which showed that the executives were seriously thinking about health management.

By continuing to hold lectures like this one, Japan Radio Co., Ltd. aims to achieve a better workplace environment by sharing the importance of health management with executives while raising the awareness of the importance of health management throughout the company.







Walking Events

Japan Radio Co., Ltd. is offering a walking event as an annual event starting in September 2023, replacing the previously offered "+10 Walking Health Promotion Event." Participants can register and join at any time and earn benefit points based on the number of steps they take each month. (Average of 12,000 steps per month: 500 points; 9,000 steps: 400 points; 7,000 steps: 300 points)

Walking events offer the benefits of health promotion, stress reduction, social interaction, and motivation as part of self-management of health. Participants also have the opportunity to interact with other participants, make new friends, and help manage individual health. The company hopes to continue the walking events in the future and will implement new initiatives to promote employee health.

Relaxation Yoga Seminar

Nagano Japan Radio Co., Ltd. held its first yoga seminar under the theme of "Relaxation and Refreshment of Mind and Body." A total of 86 employees from the Nagano Japan Radio Group participated in the seminar, where they were able to relax their minds and bodies through slow breathing exercises and movements.

One participant who experienced yoga for the first time commented, "I was not interested in yoga because I had an image that yoga was for women, but I am glad I had the opportunity to try it. I am now doing yoga for 15 minutes every morning while watching videos on a video streaming site." Another said, "For the first time, I understood the feeling of loosening up."

When busy with daily work, employees often spend time in a state of tension both physically and mentally, but being able to better turn on and off the sympathetic and parasympathetic nerves can help relieve stress and improve work performance. Even for those who have difficulty exercising, yoga and stretching are easy to incorporate into the daily routines and can help prevent muscle weakness and falls. Nagano Japan Radio Co., Ltd. will continue to plan and hold seminars for the benefit of its employees.



Yoga Seminar

VegCheck Measurement Sessions

Nisshinbo Micro Devices Inc. conducted the Vegi-Check Measuring Session as one of its health management measures (realization of a healthy company) with the aim of improving dietary habits and changing behavior toward vegetable intake by having participants check their own estimated vegetable intake.

The company rented the Vegi-Check measuring device for one month; the device can measure estimated vegetable intake in about 30 seconds by placing the palm of the hand on the sensor. Nisshinbo Micro Devices Inc. conducted measurement sessions at each business location at no charge for participation, resulting in 1,121 participants (about 50% of all employees). Participants commented: "It is good to see the vegetable intake level and estimated vegetable intake in numerical values"; "It promoted communication since each department competed with each other for numerical values"; "I would like to see periodic measurement of vegetable intake"; and "I would like to see periodic measurements."

Based on the company's health management strategy map, Nisshinbo Micro Devices Inc. will continue to plan and implement activities for health promotion while confirming the needs of employees through questionnaires and other means.



Veg-check Measurement Session

Employee Hygiene Promotion Project

Nisshinbo Micro Devices (Thailand) Co., Ltd. implemented a hygiene promotion project from January to December 2023 to promote employee health.

The company's factory nurses monitored and recorded daily blood pressure and provided advice on health conditions as part of a stress management program. The company's health management system is now in full swing. In addition, in January 2023, a team of nurses and physiotherapists from Haripunchai Anusorn Hospital in Lamphun organized a variety of training courses, including sessions on musculoskeletal disorders.

In addition, in May 2023, the Occupational Safety and Health Department organized a training course on mental health for employees who have stress problems. The course was taught by Professor Nicom Onlamai from the Center for Business and Human Resource Development on managing and taking care of mental and physical health in order to work safely and happily.

In July 2023, a training was held on muscle relaxation to reduce work fatigue. A team of nurses and physiotherapists from Hariphunchai Memorial Lumphun Hospital was invited to give lectures to employees on reducing the risk of diseases and on boosting immunity, how to exercise properly, factors that cause fatigue, and how to prevent symptoms that may arise from work and daily life. The team also practiced periorbital massage.

In addition, in December 2023, professional-level safety officers held training on occupational and environmental diseases for employees who work with hot and loud machinery and with chemicals in accordance with the law.





Various Training Programs

Worker Health Management Through Health Promotion Programs

Saeron Automotive Corporation in Korea has been conducting unannounced inspections of protective equipment twice a month since January 2023 for those who need to be monitored or have findings based on the results of 2022 medical checkups.

Based on the results of the health checkups, protective equipment that must be worn has been classified and managed. For all workers with hearing findings, a hearing conservation program has been implemented to ensure that earplugs and earmuffs are provided and are worn.

Since February 2023, Saeron Automotive Corporation has been providing health counseling to those who require medical checkups or have findings. Initially, a nurse and a doctor from the local company-designated hospital (Cheonan Chungmu Hospital) visited the workers to provide consultations, but the consultation rate was low among workers with health checkup findings, so the company made it mandatory for those workers who need health consultations at least once a year.

In addition, health consultations for employees by visiting doctors and nurses from company-designated hospitals were provided to all eligible employees in 2023.

Health Fair

Nisshinbo Automotive Manufacturing Inc. of the United States holds an annual health fair.

The Health Fair is an activity designed to provide health support to the company's employees, provide basic information on prevention, and offer basic health screenings. The health fair also raises awareness of health risks by launching new wellness initiatives, sharing health education information, and offering preventive screenings and vaccinations.

In addition to raising health awareness through the health fair, the company offered new coronavirus infection and flu shots to all employees, as well as other health awareness activities and screenings (blood pressure, sugar levels, health insurance counseling, etc.). A farmer's market was also held at the same site where fresh produce was sold, and participating employees could visit vendors and stamp their own Health Card Passports, which they could then redeem for fresh fruits and vegetables when all the stamps were filled.



Health Fair

Mental Health Initiatives

Once a year, Nisshinbo Mechatronics Inc. conducts mental health interviews between supervisors and subordinates for all employees, including those on loan to overseas bases.

In addition to daily line care, individual interviews help to promote communication. In addition to discussing work-related concerns, the interviews provide an opportunity to communicate on a wide range of topics, such as problems within the company, interpersonal relationships at work, recent interests, and how employees spend their days off. The opportunity for one-on-one conversations with supervisors away from work helps to deepen mutual understanding and improve communication within the workplace. Through the interviews, for employees who have concerns, Nisshinbo Mechatronics Inc. works with industrial physicians to help prevent or detect mental health problems in the early stage.

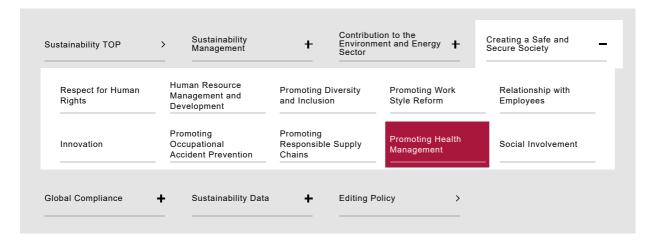
Female Health Training

In April 2023, Nisshinbo Mechatronics India Private Limited in India invited an obstetrician/gynecologist as an external lecturer to provide female health training in response to the increasing number of female employees.

The participants learned the importance of maintaining hygiene and a healthy lifestyle through guidance on women's health and wellness, as well as the causes and symptoms of women-specific diseases, such as polycystic ovarian syndrome (POCS). In addition to proper diet and nutrition and moderate exercise, employees were instructed to get the proper amount of sleep and rest and to avoid stress so that they can have healthy bodies and lead fulfilling lives.



Female Health Training



Group Companies

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Business Lines

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Social Involvement



Basic Concept

Since the early days of its foundation, the Nisshinbo Group has made it its mission to contribute broadly to society based on the basic spirit of corporate public institutions of "contributing to society through business activities." The Group actively participates in communities to contribute to the regions where it operates, and contributes to the sustainable development of society through its business and social contribution activities.

Promotion System

Under the supervision of the Director and the Chief of the Corporate Strategy Center of Nisshinbo Holdings, Inc., the Nisshinbo Group has established the Group Sustainability Promotion Council, with the Sustainability Development Department of the Company as its secretariat. At the council, group companies share their initiatives for social contribution activities and promote activities that contribute to the sustainable development of society throughout the Group. In the Sustainability Promotion Plan, the Group has set "Expand participation in local contribution activities" as a goal and is promoting it.

Specific Initiatives of The Nisshinbo Group

The Nisshinbo Group has made the development of social contribution activities a key action items in the "Fifth Sustainability Promotion Plan," and in FY2024, the Group will continue its participation in community contribution activities as the Group did in FY2023.

Specific Activities of the Group Companies

Held a Basketball Clinic

In August 2023, Japan Radio Co., Ltd. held a basketball clinic for beginners in collaboration with Sky Limit Sports Mitaka, a company active in Mitaka City, and its basketball club.

The clinic was attended by 34 children in the morning session and 16 children in the afternoon session, for a total of 50 children. The children were taught how to move their bodies and how to dribble, pass, and shoot, the basics of basketball, and at the end of the clinic they played a mini-game. The mini-game was played between the children and then between the players and the children, and the audience was excited by the dynamic play of the players, who used their height to their advantage.

The children enjoyed playing as seen by the smiles on their faces. The beauty of sports is that everyone, including the players, can become absorbed in one thing and have fun. Japan Radio will continue its efforts to contribute to the community so that as many children as possible can experience the joy of sports through basketball.



Mini-games Between Children and Players



To All Who Participated

Voluntary Community Contribution Activities Through Advocacy for School Children to Watch over Elementary School Students Going to School

JRC Tokki Co., Ltd. headquarters is surrounded by a residential area with narrow roads, but because of the nearby Tsuzuki Interchange on the Daisan Keihin Expressway, vehicles of all sizes are traveling through the area.

In 2009, the company's main gate was renovated on the side of a nearby elementary school road, and elementary school students going to school in groups can now be seen at the intersection in front of the main gate. Seeing the children crossing the intersection with their parents, the company's security guards voluntarily began watching over the children together with their parents. Now, every morning from around 7:50 a.m. until after 8:00 a.m., they stand on the pedestrian crossing during school hours, holding a crossing flag and working with the guardians to prevent traffic accidents from occurring.

JRC Tokki Co., Ltd. guards have received words of appreciation from parents and are affectionately called "Mr. Blue" by elementary school children because of the color of the guard's uniform.

Donation and collaboration with Shinshu University, Faculty of Engineering, Endowed Chair for Engineering Education

Nagano Japan Radio Co., Ltd. endorses the purpose of the Shinshu University Endowed Chair in Engineering Education, Faculty of Engineering, which aims to develop human resources capable of utilizing data science at Shinshu University, and has started a donation and collaboration with four companies in Nagano Prefecture in 2023.

In today's digital society, there is a growing need to acquire the fundamentals of mathematics, data science, and AI, and the ability to apply and utilize them in specialized fields. The purpose of this endowed engineering course is to support the implementation of cross-sectional engineering education in mathematics and data science, as well as to strengthen collaboration between companies and universities from an educational perspective. In addition to enhancing the education of current students, the program will also provide education for working people. Courses for working professionals are offered in face-to-face, online, and on-demand formats for each theme, and many engineers from the company have participated.

In cooperation with Shinshu University, the company will continue to contribute to the development of human resources who can play an active role in the local community.





Shinshu University, Faculty of Engineering, Endowed Chair for Engineering Education

Cooperated in the Shinshu Furusato no Michi Fureai Project (Adopt-a-Path System)

The community association in Ueda City, Nagano Prefecture, where the headquarters plant of Ueda Japan Radio Co., Ltd. is located, has concluded an agreement with Nagano Prefecture and Ueda City for the Shinshu Hometown Road Fureai Project (Adopt-a-System) in 2023 to promote road beautification activities along National Route 141.

Adopt means "to adopt." It is named after the fact that residents lovingly take care of (clean and beautify) public spaces, such as roads, as if they were adopted children. It is a system whereby the municipality and residents conclude an agreement on the division of roles between them and continuously promote beautification activities. In concluding this agreement, the Treadway Neighborhood Association requested the company's cooperation in beautification activities, and the company agreed with the neighborhood association to cooperate in the beautification of the sidewalks on National Route 141 bordering the head office plant from June 2023.

The company has been cooperating in the beautification activities by having 20 to 30 employees volunteer to clean and weed the sidewalks on Environment Day, which is held on the first Wednesday of every month from April to December in principle before the start of the work day. For this activity, we received a letter of appreciation from the Treadway Community Association.







Thank-you Letter

Exhibited at SAGA Monosugo Festa 9

In August 2023, Nisshinbo Micro Devices AT Co., Ltd. exhibited at Saga Monosugo Festa 9, one of the prefecture's largest assembly-type events featuring manufacturing in Saga Prefecture.

The number of visitors during the event exceeded 30,000, the largest number ever, and the company's booth was visited by approximately 4,000 elementary and junior high school students and their parents. At the booth, in cooperation with the SAGA Semiconductor Forum, the company displayed and introduced product samples and familiar specification examples to deepen visitors' understanding of its products. The hands-on radio manufacturing workshop for elementary school students was very popular, with all scheduled slots filled to capacity after registration began.

Visitors commented, "I could understand that semiconductors are very familiar to me," "I was surprised to know that the Nisshinbo Group is located in Saga Prefecture," and "I enjoyed making the radio," thereby enhancing corporate recognition.



Box Radio Production Experience



Venue of SAGA Monosugo Festa 9

Support Activities for Child Development Centers

Nisshinbo Micro Devices (Thailand) Co., Ltd. aims to raise safety awareness within the company and to the society at large. for the second consecutive year, Nisshinbo Micro Devices (Thailand) Co., Ltd. conducted a CSR activity at Ban Makua Chee Child Development Center.

In order to raise safety awareness at the Child Development Center and promote safe passage to and from school, the Safety Committee Team, led by Mr. Santiphong Sengchai, Chairman of the Safety Committee, donated five fire extinguishers with signs, 56 helmets for infants, one water cooler, and one set of first aid kit on December 15, 2023. In addition, to help students understand how to properly use fire extinguishers, a firefighting expert was invited to the Child Development Center to teach faculty and staff how to extinguish fires and use fire extinguishers. Furthermore, recreational activities were also provided for the students.







Recreational Activities

Acceptance of High School Students for Internships

The Nisshinbo Mechatronics Inc. Miai Machinery Plant cooperates with the Human Resource Project for Manufacturing Foundations organized by the Okazaki Chamber of Commerce and Industry and the Okazaki Technical High School, and provides high school students with opportunities for internship training at the company.

In FY2023, Nisshinbo Mechatronics Inc. accepted four students as interns and provided them with work experience in the assembly of machine tools, the use of 3D CAD (design support software using three-dimensional data), and the manufacturing process of molded products. On December 25, a presentation was given by 28 participating companies and 57 trainees. The four trainees accepted by the company also made a PowerPoint presentation on the results of their training, along with a few comments. One of the participants commented, "The simulated experience of working as a member of society and the importance of communication were valuable experiences that I can use in my job hunting in the future." The company will continue to actively cooperate with local activities in Okazaki City and provide opportunities for high school students to gain hands-on experience in society, as requested.

Participation in Community Events

PT. Nisshinbo Indonesia donates a total of 17 goats to four neighborhoods each year in conjunction with the holding of a neighborhood sacrifice festival.

In Indonesia, Muslims make up 87% of the population (according to data from the Ministry of Foreign Affairs of Japan). The two major Islamic festivals in the country are Lebaran, which celebrates the end of the four-week fast, and Eid al-Adha (Sacrifice Festival), a festival to honor the faith. Sacrifice is a festival to honor Prophet Ibrahim's loyalty to God and to express gratitude to God by sacrificing animals.

This activity is in line with the custom of buying a cow or a goat and distributing it to everyone, in accordance with the Islamic teaching "the rich give alms to the poor."



Goat Donations for Eid Al-Adha (Sacrifice Festival)

Supporting the Foundation for International Developmental/Relief (FIDR)

NISSHINTOA IWAO INC. supports the activities of the Foundation for International Development/Relief (FIDR).

FIDR is an international cooperative NGO established in 1990. With the mission of promoting to build a society where children in developing countries grow healthy, and the promotion of international cooperation by Japanese people and Japanese companies, FIDR provides support for the independence and economic growth of developing countries and emergency assistance in the event of natural disasters at home and abroad. In order to address poverty in developing countries, FIDR is implementing potential solutions in a variety of fields, including health and education. Currently, FIDR is mainly providing health and medical assistance in Cambodia, support for the independence of ethnic minorities in Vietnam, and rural development in Nepal.

Since its establishment in 1990, NISSHINTOA IWAO INC. has provided support funding as a member for more than 30 years. The company also engages in in-house awareness activities and extends its the circle of support. Starting in FY2023, the company is working on a new rural development project in Kampong Leaeng District, Kampong Chhnang Province, Cambodia. With the desire to "work together with the local people to address their issues," the company planned the *Tsunagu* Project in collaboration with FIDR as part of the new rural development project, and have dispatched two of our employees to Cambodia so far. The company proposes activities that take advantage of its strengths while gaining firsthand knowledge of local conditions. In July 2023, they held an activity report meeting as an internal awareness-raising activity, connecting Japan and the local area via the web. In addition, activity reports are posted on the company bulletin board every month.

In FY2024, NISSHINTOA IWAO INC. will continue to examine ways to engage in activities that include support to improve the nutrition and health of children in Cambodia.









Activity report meeting

Donation to the United Nations World Food Programme (UN WFP)

NISSHINTOA IWAO INC., has been continuously donating to the United Nations World Food Programme (WFP), a humanitarian support agency that received the Nobel Peace Prize in 2020, since 2007.

In agreement with the WFP intention to fight world famine, the company has become one of the councilors of Japan Association for the World Food Programme, which is the official support window for the United Nations WFP in Japan. In addition to donations from the company and employees, the company participates in the WFP Walk the World (a charity walk aimed at eliminating hunger among children in developing countries) organized by the association and continues to support the activity in which donations are made with unwanted postcards and other items.

In FY2023, the company newly participated in the "charibon" activity, in which funds are raised through donations of books that have been read. In addition, the company started the "2nd Cup Donation" program, which charges employees for the second and subsequent cups of coffee provided to them as a welfare program, and donates the proceeds to the United Nations WFP.

As in the previous year, a lecture on the activities of the United Nations WFP was also held in FY2023. Mr. Sou Aoki, Director and Secretary General of Japan Association for the World Food Programme, gave a lecture on the situation of world hunger, efforts to realize zero hunger to achieve the SDGs, support for Ukraine, and other topics. The 118 employees in attendance listened with great interest.

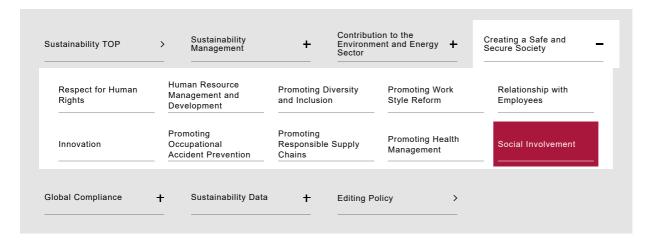
In FY2024, the company will continue their activities by making donations and participating in charity events.







Lecture



■ Group Companies

Japan Radio Co., Ltd.

Nisshinbo Micro Devices Inc.

NISSHINTOA IWAO INC.

KOKUSAI DENKI Electric Inc.
D-CLUE Technologies Co., Ltd.

Nisshinbo Chemical Inc.

Nagano Japan Radio Co., Ltd.

Nisshinbo Brake Inc.

Nisshinbo Textile Inc.

JRC Mobility Inc.

Nisshinbo Mechatronics Inc.

NSSHINBO Business Lines Investor Relations Sustainability Research and Development 2025 Wireless and | Management Information Nisshinbo Group Human Rights Communications 2024 Corporate Governance Microdevice Value-Creation Process 2023 Highlight from Integrated Materiality Automobile Brakes Report Precision Instruments IR Library Sustainability Promotion Plan **Contact Us** and KPIs | Financial Highlights Chemicals Information Disclosure Based Textiles Stock-Related Information **Group Overview** on TCFD Recommendations Investor Relations News Real Estate Message from the President Environmental Management Other IR Information Corporate Vision Respect for Human Rights Transition of Business Intellectual Properties Portfolio Promoting Responsible Supply Strategic Business Domains Chains Corporate Profile Thorough Compliance and Corporate Ethics Internal Control GRI Content Index Back Issues (CSR Report/CSR & Sustainability Website) Report | Editing Policy Sitemap Terms of Use Privacy Policy Social Media Policy Cookie Policy

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Business Lines

Investor Relations

Sustainahility

Research & Development

** Sustainability > Global Compliance > Thorough Compliance and Corporate Ethics

Thorough Compliance and Corporate Ethics

Basic Concept

The Nisshinbo Group is working to establish corporate governance based on its corporate philosophy to ensure sustainable growth and enhance corporate value.

Also, the Nisshinbo Group included "Thorough-Going Compliance" in its Business Conduct Guidelines, which clearly states that the Group will act in constant fairness and sincerity across a broad range of issues, respecting social norms and corporate ethics, and in addition to establishing a system, will provide education to all employees.

Promotion System

Based on the "Nisshinbo Group Code of Corporate Ethics," Nisshinbo Holdings Inc. has established a "corporate ethics committee" as an organization directly under the president and the director, with the president as the chief officer for corporate ethics, to handle matters related to compliance throughout the Nisshinbo Group. The Business Ethics Committee Chairman is appointed from its executive board, and the Business Ethics Committee members are appointed from among the senior manager and above of the Corporate Strategy Center.

The Nisshinbo Group also established a "Corporate Ethics Reporting System" for the purpose of early detection of suspected violations of laws and regulations and the prevention of recurrence of such violations and has put in place a system to receive reports from both inside and outside the company. The Group employees can file reports directly with internal Corporate Ethics Committee members as well as to outside counsel. The Group strictly protects the confidentiality of whistleblowers and takes care not to cause any disadvantage to whistleblowers. The Corporate Ethics Committee takes appropriate action in response to the content of the report.

In the Sustainability Promotion Plan, the Nisshinbo Group set the goals of "Raising awareness of compliance" and "Operating the corporate ethics reporting systems," and the Group will monitor progress by setting targets and Key performance indicators (KPIs).

▶ Sustainability Promotion Plan and KPIs

Specific Initiatives of The Nisshinbo Group

In FY2023, in accordance with the "Fifth Sustainability Promotion Plan," The Nisshinbo Group focused on thorough compliance as a priority activity item and promoted activities with the KPIs of ① Participation rate of compliance training for managers, 100% ② Response rate to corporate ethics reporting system, 100%.

Compliance Training

In order to ensure fair and honest business practices, the Nisshinbo Group conducts a variety of compliance training, such as training for different employee levels and work sites and training for employees who will receive assignments abroad.

New educational videos are released and repeated every year through the Learning Management System introduced in 2021. In the FY2023 compliance training, Nisshinbo Group incorporated content that it wanted managers to pay particular attention to (examples of potential compliance problems, preventive measures, internal rules, etc.), and developed videos to strengthen governance and raise managers' awareness of ethics once again.

In addition, export control education videos were developed for those in charge to introduce cautions and countermeasures using specific case studies as subjects. E-learning and other educational videos are regularly reviewed to ensure that the content does not become obsolete, and that the education itself

Anticorruption Efforts

In recent years, international legislation on bribery and corrupt practices have been strengthened, and detection has grown more rigorous. Nisshinbo Holdings Inc. formulated the "Guide to Prevent Corruption" in response to related legislation in other countries. The Group has rolled out the guide across the Group, including all subsidiaries in other countries. This guide encompasses Article 18 of Japan's Unfair Competition Prevention Act (Prohibition to Provide Illicit Gain, etc. to Foreign Public Officers, etc.), the United Nations Convention against Corruption (UNCAC), the OECD Convention on Combating Bribery of Foreign Public Officials in International Business Transactions, the United States Foreign Corrupt Practices Act (FCPA) and related guidelines, and the United Kingdom Bribery Act, Unfair Competition Prevention Law of the People's Republic of China, and other international anti-corruption treaties and laws, including criminal laws and anti-corruption laws in Asian countries. The Group reviews the content of the guide as necessary and uses it for group-wide anticorruption efforts.

Adhering Strictly to a Policy of Confidentiality

The Group has entered into confidentiality agreements with its partners to prevent leaks of intellectual property, technology and expertise disclosed throughout the supply chain from the design and development stages. To ensure appropriate trade secrets management, the Group conducts annual internal audits.

Corporate Ethics Reporting System

Guided by its Corporate Philosophy, the Nisshinbo Group endeavors to instill and firmly establish corporate ethics among all employees in all aspects of its business activities. The Group has established a "Corporate Ethics Reporting System" with the aim of promptly discovering and preventing violations of laws and regulations and alleged violations of corporate ethics.

This system accepts reports not only from employees of the Group but also from a wide range of stakeholders inside and outside the company. Employees who become aware of any violation of laws or corporate ethics by the Group, or of any conduct that raises suspicions of such violation, are advised seek consultation and report the matter. The Group will respond appropriately after investigating the facts. Concerned parties are free to consult and report anonymously; however, if they leave a name and contact information, the Group will contact them with an outline of countermeasures.

Group employees can file reports directly with internal Corporate Ethics Committee members as well as to outside counsel. The Group strictly protects the confidentiality of whistleblowers and takes care not to cause any disadvantage to whistleblowers.

Compliance-related matters for the entire Nisshinbo Group are addressed by the "Corporate Ethics Committee," which reports directly to its president. The Board of Directors receives and reviews periodic reports on important matters related to corporate ethics, including whistleblowing matters.

In the future also, through such sincere efforts, the Nisshinbo Group will strive to fulfill its social responsibility as a company and further enhance its corporate value.

Contact for consultation and report

Reception Desk, Corporate Ethics Committee fax:+81-3-5695-8851

► Consultation / Report Form

Number of Compliance Violations and Corporate Ethics Reports

The number of reports made to the Corporate Ethics Reporting Desk of Nisshinbo Holdings Inc. in the past three years is as follows. The Corporate Ethics Committee responds to all reports appropriately, while ensuring that confidentiality is strictly maintained and that the whistleblower is not disadvantaged. If a violation is found, the whistleblower will be punished in accordance with the Company's employment regulations.

Corporate Ethics Reporting Desk Number of Reports

	2021			2022		2023		
The number of cases		Disciplinary action for facts	The number of cases	Disciplinary action for facts	The number of cases	Disciplinary action for facts		
Harassment Related	3(1)	0	3(3)	0	3(1)	0		
Violation of Law	0(0)	0	3(0)	0	0(0)	0		
Labor Issues	1(1)	0	2(1)	0	1(1)	0		

	2021			2022		2023
	The number of cases	Disciplinary action for facts	The number of cases	Disciplinary action for facts	The number of cases	Disciplinary action for facts
Accounting Irregularities	3(2)	Disciplinary Action 2	1(0)	0	0(0)	0
Others (Moral Violations, etc.)	2(0)	0	8(2)	0	7(2)	Disciplinary Action 1
Total number of reports	9	ARE THE THE THE THE THE THE THE	17		11	and the later than the later to the part of the later than the lat
Total number of reports handled by the committee	9(4) 100% Responded	an enter the state of the state	17(6) 100% Responded		11(4) 100% Responded	an angan

^{*} The number of reports in parentheses is the number of confirmed violations and other specific facts.

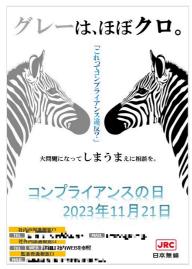
Specific Activities of the Group Companies

Raise Employee Awareness of Compliance

Every year, Japan Radio Co., Ltd. conducts the JRC Code of Conduct and Compliance Training (e-learning) as part of its compliance education.

In 2023, the training was held from November to December. The content of the training incorporates actual cases and topics that may be in conflict, and the text and tests are developed each year, changing the content slightly each year. In order to take past cases seriously and to keep the awareness of compliance with the law from fading, Japan Radio designated the third Tuesday of November each year as Compliance Day (November 21 in 2023) and conducts awareness-raising activities. In 2023, in addition to the usual messages from the president and posters, the company conducted a whistleblower survey among employees and made it available on the company website. Japan Radio plans to use the responses obtained in this survey to improve the level of its whistleblower system in the future.

It is important for each and every employee to be aware of the importance of raising compliance awareness. Japan Radio will continue its efforts to achieve this goal.



Compliance Awareness Poster

Compliance Training for Employees Through Training Day

Nisshinbo Mechatronics (Thailand) Ltd. holds a Training Day every October as a company event.

In the morning, a presentation of improvement activities was made mainly by mid-level Thai employees, and awards were presented to the best teams, with Thai managers serving as judges. The event has been a great success every year and has served to motivate employees. In the afternoon, in addition to an explanation of the Nisshinbo Group's corporate philosophy, compliance education, and education on environment-related laws, IT education was also provided in FY2023. Using PowerPoint presentations, the company provides explanations that are easy to understand even for first-time listeners.

Although Nisshinbo Mechatronics (Thailand) changes these education themes every year, the company basically selects education themes in line with the Nisshinbo Group's corporate philosophy and tries to raise employee satisfaction as well as awareness of legal compliance and social contribution, and environmental issues.

Nisshinbo Mechatronics (Thailand) will continue the Training Day activities in the future as an opportunity to clearly demonstrate the company's standards of conduct.





Training Day

Joint Anti-Fraud Statement by Company, Union and Shareholders

At PT. Standard Indonesia Industry, the company, union, and shareholders make a joint statement to prevent fraud, and the statement is disseminated internally by posting it on the company's website.

While Indonesia is experiencing remarkable economic growth, corruption, bribery, and other forms of misconduct have become social problems, and problems of accounting irregularities and internal fraud have become apparent in private companies as well. In response to this situation, the company expects that a joint statement by the three parties will play an important role in accelerating fraud prevention efforts, as follows

- ① Enhancement of fraud prevention awareness: By demonstrating that the three parties are working together to prevent fraud, it will be possible to further enhance fraud prevention awareness throughout the entire company.
- ② Enhancement of corporate image: This will be an effective means of demonstrating the strengthening of the corporate governance system and improvement of transparency, leading to a higher reputation among clients.
- ③ Deterrent effect on fraud: It is clear that fraudulent acts will be strictly dealt with by the three parties, which can be expected to have a deterrent effect on fraudulent acts.

Introduction of a Corporate Ethics Reporting System Using QR Codes

Nisshinbo Do Brasil Industria Textil LTDA. has introduced a corporate ethics reporting system using QR codes.

By scanning the QR code from their cell phones, anyone can easily report a concern. The purpose of this system is to lower the hurdle for reporting and to enable whistleblowers to do so without worrying about their surroundings. For this reason, the QR codes are posted in locations where they can be read without concern for others.

At the same time as explaining this new reporting system to all employees, compliance training was provided to managers, and sexual harassment training was provided to supervisors. Nisshinbo Do Brasil Industria Textil also added an explanation of this reporting system and sexual harassment training to the training for new employees.

Nisshinbo Do Brasil Industria Textil will continue to strive for a comfortable work environment for everyone and further enhance our corporate ethics.

Basic Training for Seconded Employees at the Time of Assignment

Nisshinbo Business Management (Shanghai) Co., Ltd. offers Basic Training for Transferred Staff at the Time of Assignment to help new Group employees posted to China acquire the knowledge necessary for business and daily life.

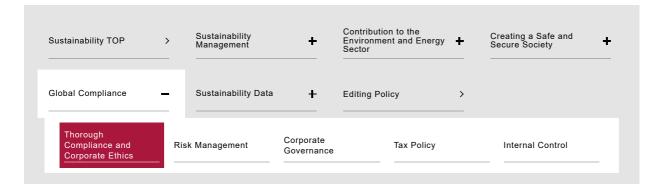
The training consists of two main parts: health and safety and business manners and living know-how in China.

① Health and Safety

Safety management focuses on the legal knowledge necessary for staying in China. In addition to the basic necessity of carrying a passport and registering for lodging, the training also covers traffic rules and what to do in the event of an accident. In addition, since last year, Nisshinbo Business Management (Shanghai) also started explaining the types of restraints and how to respond to emergencies. Regarding health, the company explains points to keep in mind regarding food and alcohol, as well as the status of the emergency medical treatment system.

2 Business manners and living know-how in China

In addition to the general situation in China and the characteristics of its people, business manners are explained, including basic dining etiquette and unique anniversaries that everyone should know. In the area of lifestyle know-how, Nisshinbo Business Management (Shanghai) introduces essential cell phone applications and explain how to use them, as well as local communities.



□ Group Companies

Japan Radio Co., Ltd.

Nisshinbo Micro Devices Inc.

NISSHINTOA IWAO INC.

KOKUSAI DENKI Electric Inc.
D-CLUE Technologies Co., Ltd.
Nisshinbo Chemical Inc.

Nagano Japan Radio Co., Ltd. Nisshinbo Brake Inc. Nisshinbo Textile Inc. JRC Mobility Inc.

Nisshinbo Mechatronics Inc.

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Business Lines

Sustainability

♠ > Sustainability > Global Compliance > Risk Management Risk Management

Basic Concept

The Nisshinbo Group's basic concept to risk management is clearly stated as action guidelines in the "Risk Management Regulations."

Action Guidelines for Risk Management

The Nisshinbo Group aims to fulfill its social responsibility, secure trust, and achieve lasting development by accurately addressing management risks that may have a significant impact on the smooth operation of its business. All officers and employees shall recognize the importance of risk management, set risk management targets, and strive to implement and improve them, while complying with the following items.

- ① Comply with laws, regulations, and rules, and conduct business activities in accordance with socially accepted norms.
- 2) Protect the health, lives, and safety of its Group's officers, employees, and related parties.
- ③ Protect the activities and assets of its Group's stakeholders, shareholders, and customers
- ④ Enhance the reputation of the Group in society by accurately responding to fair and reasonable social demands.

While the main objective of its risk management regulations is to minimize losses in the event of management risk, the Group will also consider it important to view management risk as an opportunity for sustainable growth. To this end, the Nisshinbo Group will create new growth opportunities by understanding and analyzing various changes in the business environment and contributing to society as an Environment and Energy Company group based on business policies derived from the Group's corporate philosophy.

Promotion System

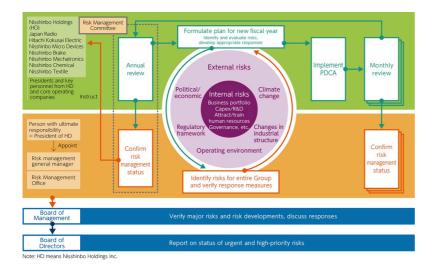
The Nisshinbo Group has established a risk management system, shown in the diagram below, to appropriately address business risks and minimize any losses associated with those risks.

The President and the Director of Nisshinbo Holdings Inc. is the chief risk management officer, and the Chief Exective officer appoints a general manager from among the Managing officer of the Company. The general manager is usually the Director and the Chief of the Corporate Strategy Center of the Company. The Risk Management Secretariat is located in the Corporate Governance Department of Corporate Strategy Center.

The Risk Management Committee, consisting of the chief executive officer, the general manager, and members that include the presidents of each core company, meets annually in January. The committee reports on the previous year's review and deliberates on the formulation of plans for the new fiscal year (priority management risks for each business, etc.). Risk management activities are also defined as a key action items in the 5th Sustainability Promotion Plan, with the qualitative target of "operating a risk management system that responds to the external environment."

▶ Sustainability Promotion Plan and KPIs

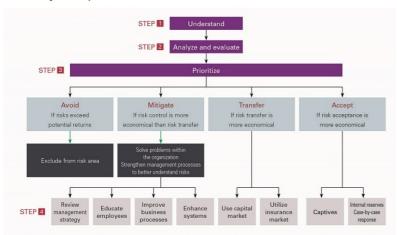
Risk Management Structure



Risk Management

Taking into account the economic impact of identified risks, the Nisshinbo Group strives to respond by category to any of the four types of risk that can be avoided, mitigated, transferred, and held.

Risk Analysis Steps

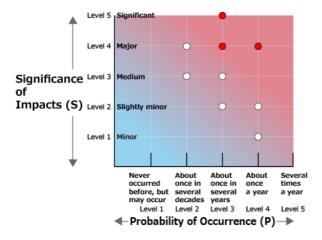


Risks that cannot be mitigated or transferred because the risk to return is too high will be avoided. For risks that can be alleviated, management risks will be identified and mitigated by establishing a management system as described below. For transferable risks, the Nisshinbo Group has insurance coverage against economic losses due to various types of disasters and liabilities unavoidably incurred in the course of business operations. The Group strives to reduce transferable costs by structuring a global insurance program.

Risks that can be owned or overcome and that can be absorbed by its own financing are retained as it is. On the other hand, risks that can be overcome by utilizing the Group's own technology, human resources, and other resources can be viewed as business opportunities. By providing a business model that includes products, services, and networks, the Nisshinbo Group will contribute to the realization of a sustainable society and enhance its corporate value, leading to sustainable growth.

Risk Mitigation Mechanism through Risk Management

For risks that can be mitigated, the Nisshinbo Group is working to reduce risks by implementing a one-year PDCA cycle. Specific procedures are managed based on the Group's "Risk Management Regulations." Every fiscal year, management risks are identified for each business. Each risk is rated on a five-point scale, with the higher score given to the risk with the highest impact and probability of occurrence, and the management risks that exceed a certain level are identified by multiplying the impact and probability of occurrence.



Each business reports the identified management risks to the Risk Management Secretariat. The Risk Management Office confirms the reported management risks with the person in charge of risk management in each business and adjusts the management risk items as necessary, taking into account the risk trends and leveling of the entire Nisshinbo Group. The adjusted management risks are approved by the person in charge of each business (the president of the core company) to determine the management risks to be given special attention in the new fiscal year.

The secretariat reports the management risks approved by each business to the Risk Management Committee in January, and risk management activities for the new fiscal year begin. Each business will report its risk management activities as one of the reporting items in the monthly report. The secretariat supports the activities of each business by monitoring the reports and interviewing them on the updated progress and other matters as necessary. At the end of the fiscal year, each business reviews the activities for the year, evaluates whether the significance of impacts and probability of occurrence have decreased, and coordinates the evaluation results with the secretariat. By repeating this process every year, the Group will reduce risks.

In the "Fifth Sustainability Promotion Plan," the promotion of risk management activities is also a key action items, and "operating a risk management system that responds to the external environment" is a target to be monitored.

▶ Thorough Information Security

▶ Responding to Disaster Risk

Major Risks and Opportunities

The followings are the major risks and opportunities that management perceives as having the potential to seriously affect the consolidated company's financial position, operating results, and cash flows, among other matters related to business conditions and accounting conditions.

ESG	Materiality	Major risks and opportunities	Risks	Opportunities	Responses to risks and opportunities
Environmental Initiatives	Contribution to the environmental and energy field	Climate change	Increase in raw material procurement costs and manufacturing costs due to carbon taxation Increase in energy costs due to requests from customers to reduce greenhouse gas emissions Increase in costs due to property damage and loss of business caused by flooding	Growing demand for EVs, new energy vehicles, smart mobility and fuel cell-related products Higher sales of energy-saving semiconductors and electronic device-related products Growing demand for disaster prevention products and services driven by heightened flood risk	Conduct climate change scenario analyses according to the Task Force on Climate-related Financial Disclosures (TCFD) recommendations Responses to Risks: Avoid carbon taxation by reducing greenhouse gas emissions and energy conservation, and reduce energy costs Prevent and mitigate property damage and loss of business caused by flooding Responses to Opportunities: Expand EV-related product development and manufacturing Capture demand for energy-saving products (e.g., semiconductors, electronic device-related products) Develop and manufacture millimeter-wave radar water level gauges and capture demand for anti-corrosion products and services
E E	50	Biological resources	Increased procurement costs due to rising prices of raw materials and agricultural products Uncertainty over the stable supply of raw materials and agricultural products	Increasing demand for products and services that take into account environmental conservation and biodiversity conservation	Implementation of impact assessments related to natural issues in accordance with the recommendations of the Taskforce on Nature-related Financial Disclosures (TNFD) Response to Opportunities: Capturing demand for products and services that take into account environmental and biodiversity conservation
		Water resources	Impact of water shortages on manufacturing processes	Decreased production costs due to water conservation	Response to Risks: •Promote water conservation and recycling
tives	Creation of a safe and secure society	Human rights	Work environment deterioration caused by harassment and other human right issues Loss of stakeholder trust and operational continuity caused by inadequate consideration for human rights	-	Develop human rights policies, introduce and promote human rights due diligence in areas where human rights risks are high Establish a human rights awareness group ay HD and conduct Group human rights training The Nisshinbo Group Sustainable Procurement Basic Policy and Sustainable Procurement Guidelines clearly specify the prohibition of forced labor and child labor, and ensure respect for human rights in the supply chain
ြ S: Social Initiatives		Human resources	Human resource shortage due to labor force contraction Low motivation and loss of human resources due to mismatched work assignments, etc. Business promotion delays due to imbalanced personnel age structure	Promote the overlap between the Corporate Philosophy and the growing interest in ESG among younger people, leading to more hiring opportunities	Implement strategic PR activities to improve the corporate visibility and image Strengthen mid-career recruitment Retain human resources through career support and an internal recruitment system Develop human resources through the establishment of a training system and expanded e-learning menu items Implement program cultivating successors
Co		Occupational injuries	Occupational injuries due to lack of education and training Loss of stakeholder trust caused by occupational injuries and accidents	_	Conduct risk assessment Conduct education and training, share accident case studies across the Group
		Quality	Loss of trust, claims for damages or product recalls due to quality issues or defects with products or services	_	Use the risk management system to minimize risk probability and potential impact Establish a quality assurance team at HD to oversee quality assurance and product safety activities at Group companies
	Global	Group management	Management impact of failed M&A and other efforts Diminished management efficiency due to overlapping functions between businesses	Harness the Group's diverse strengths by integrating businesses/organizations to drive innovation and increase resilience to changes in the operating environment	Development and sharing of procedures for M&A operations Improve efficiency by overhauling Group-wide organizations and outsourcing
vernance		Business management	Business continuity risks associated with dysfunctional corporate governance and internal controls	Take risks based on a balance between proactive and defensive governance	Aim to achieve a strong balance between improving management transparency through proactive governance reforms and taking bold risks
G: Corporate Gover		Compliance	Loss of trust and damage to corporate value caused by legal violations such as corruption or anti-competitive practices, or by corporate behavior that diverges from social norms	-	Employ messaging from the president of HD to underscore the importance of fair business practices Provide continuous compliance training Impose severe penalties for misconduct
		Fraud/Illegal conduct	Financial window-dressing, accounting irregularities, etc.	l -	Use the internal control system and the corporate ethics reporting system to prevent misconduct Employ regular rotation to prevent misconduct
		Information security	Unauthorized disclosure of personal information, customer information or trade secrets Adverse impacts on business in the event of unauthorized access, tampering, data destruction or loss, leakage or other damage caused by cyberattacks, etc.	_	Conduct continuous training and annual internal audits to assess information security Conduct cybersecurity measures and implement requisite countermeasures while ensuring multi-level protection

Specific Initiatives of The Nisshinbo Group

Routine Risk Reduction Activities

The following are specific examples of the information in the report to the Risk Management Committee in January 2024, looking back to 2023, particularly those that have changed in the evaluation results.

• Prevention of COVID-19 and other infectious diseases

The global pandemic has subsided, and in Japan, the classification of infectious diseases was moved from Category 2 to Category 5 in May 2023, and the number of reported cases within the Group has subsided. As a result, both the probability of occurrence and the impact on the business have decreased for

this risk. After May 2023, Nisshinbo Group will maintain a system whereby the Risk Management Office will be notified whenever there is an outbreak of severe cases or group infections in the workplace.

· Supply chain (procurement risk)

Geopolitical risks associated with pandemics and conflicts, challenges in sustainable procurement, semiconductor shortages, and other supply chain procurement risks were not as disruptive as they had been for a period of time, but they remained unstable, and the probability of risk occurrence and impact on business increased in some businesses. Nisshinbo Group is continuing its efforts to fulfill all supply chain responsibilities by securing substitute products and maintaining a certain level of inventory while monitoring cash flow and capital efficiency.

· Environmental response (materials business)

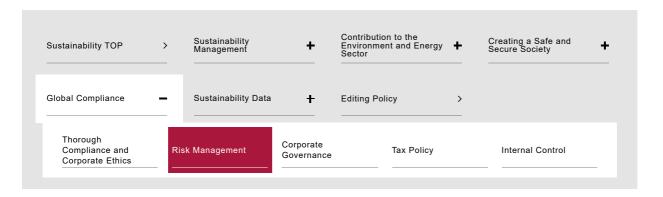
In terms of compliance with regulations on chemical substances, the use of a database that enables confirmation of relevant laws and regulations in each country has enabled early checking of revisions to laws and regulations and advance countermeasures, thereby reducing the probability of occurrence of noncompliance with regulations. Regulations on chemical substances and other substances are becoming increasingly stringent, and Nisshinbo Group will continue to monitor the laws and regulations of each country.

Identification of Emerging Risks

Whenever an event that may affect the business occurs, the president, chief of the Corporate Strategy Center, senior manager of Finance, Accounting Department, senior manager of Human Resources and Administration Service Department, general manager of Legal Affairs Group, general manager of the Corporate Communication Group, and senior manager of the Corporate Governance Department receive reports by sending the information at the same email address.

In the risk management regulations, Nisshinbo Group established standards by listing specific examples of risks that should be reported. By identifying and sharing risks as soon as they become apparent, Nisshinbo Group is prepared to implement the necessary countermeasures before they have a significant impact on business. In FY2023, there were 41 reported risks, but fortunately the majority of events were at a level that could be handled by each company and did not have a significant impact on business continuity.

Nisshinbo Group will continue to ensure that the Group is well informed of this so that it can be used effectively as a tool to inform the first responders of risks that have emerged.



□ Group Companies

Japan Radio Co., Ltd.

Nisshinbo Micro Devices Inc.

NISSHINTOA IWAO INC.

KOKUSAI DENKI Electric Inc. D-CLUE Technologies Co., Ltd. Nisshinbo Chemical Inc. Nagano Japan Radio Co., Ltd.

Nisshinbo Brake Inc.

Nisshinbo Textile Inc.

JRC Mobility Inc.

Nisshinbo Mechatronics Inc.

		NSSHINBO)	
News	Business Lines	Investor Relations	Sustainability	Research and
2025	Wireless and	Management Information	Nisshinbo Group Human Rights	Development
2024	Communications	Corporate Governance	Statement	
2023	Microdevice	Highlight from Integrated	Value-Creation Process	
	Automobile Brakes	Report	Materiality	
Contact Us	Precision Instruments	IR Library	Sustainability Promotion Plan	
	Chemicals	Financial Highlights	and KPIs	
Group Overview	Textiles	Stock-Related Information	Information Disclosure Based	
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Strategic Business Domains				

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Group Overview

Business Lines



Basic Concept

Nisshinbo Holdings Inc. has established the " > Basic Policy on the Establishment and Operation of Internal Control Systems " based on the Companies Act. The policy sets basic matters concerning the establishment and operation of an internal control system to ensure the soundness and appropriateness of operations and to enhance corporate value in accordance with the Group's corporate philosophy.

Promotion System

Under a system in which the director and the chief of the Corporate Strategy Center of Nisshinbo Holdings, Inc. is in charge, the Corporate Governance Department of the Corporate Strategy Center is in charge of internal control, and reports to the Board of Directors in January of each year on the internal control initiatives of the entire group. In addition, as a detailed review of activities in the execution of individual operations, the Internal Control Management Review Report is regularly reported to the Board of Directors based on the results of internal audits, etc., to confirm the soundness and appropriateness of operations in the following areas.

January: Occupational Safety and Health March: Public Relations/Advertising

April: Personal Information Protection and Trade Secret Management

May: **Human Rights Awareness**

Promotion of Environmental Management June:

Export Control August: September: Quality Assurance

October: Investor Relations, Corporate Legal Affairs November: Information Security, Corporate Ethics

December: Internal Audit and Assessment of Internal Control over Financial Reporting

In the "Internal Control Management Review Report," the group reports on the purpose of its activities, information on the external environment including information on revisions to laws and regulations and the environment surrounding the company, the status of Key performance indicators (KPIs) and other management indicators, a review of the year's activities (including progress on countermeasures and other measures to address issues from the previous year), and new issues and measures to address them, thereby implementing the PDCA cycle. The "Fifth Sustainability Promotion Plan" also focuses on strengthen internal controls as key action items, with the goal of "Continuously developing and operating internal control systems" as a monitoring target.

▶ Sustainability Promotion Plan and KPIs

Specific Initiatives of the Nisshinbo Group

Internal Audits

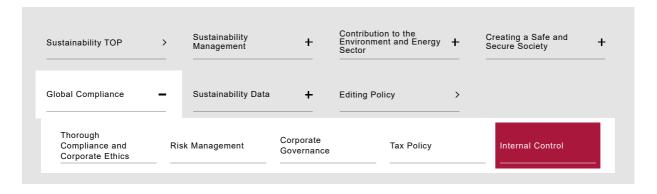
Among the items to be reported in the Internal Control Management Review Report listed in the promotion system, there are items for which internal rules stipulate the implementation of periodic internal audits.

Items for which internal audit implementation is regulated by rules

Item	Frequency of Implementation, etc.
Occupational Health and Safety	In the event of a death or serious accident (in Japan, expected the grade of disability 7 or higher, specified by the Ordinance for Enforcement of Industrial Accident Compensation Insurance Act), or when instructed by the general manager
Personal Information Protection and Trade Secret Management	At least once a year
Promotion of Environmental Management	At least once a year
Export Control	At least once a year
Information Security	At least once a year
Assessment of internal control over financial reporting	At least once a year
Other Business Audits	Implemented as needed

In internal audits, the group audits the confirmation of the management system, status of education and awareness of relevant laws and regulations, internal rules, etc., the maintenance and operation of management documents, etc., the confirmation of the existence or non-existence of cases of violation, and the progress of measures to address issues from the previous year, and confirms whether any items requiring improvement or non-conformity exist. The results of the audit are reported to the president of Nisshinbo Holdings Inc. and the Board of Directors through the "Internal Control Management Review Report" and elsewhere. Items pointed out by the Board of Directors, etc., are fed back to the department in charge, and if necessary, are taken up as issues as well as items requiring improvement, and countermeasures are examined and deployed to each group company for improvement.

In accordance with the points identified as requiring improvement in the internal audit in FY2023, the Nisshinbo Group is making specific improvements by reviewing some regulations and operational rules.



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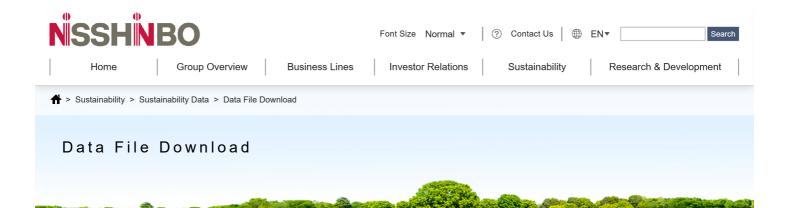
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Nisshinbo Mechatronics Inc.

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2025	Wireless and	Management Information	Nisshinbo Group Human Rights	Development
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	Automobile Brakes	Report	Materiality	
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3311431 33	Chemicals	Financial Highlights	and KPIs	
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Message from the President	Real Estate	Investor Relations News	on TCFD Recommendations	
Corporate Vision	'	Other IR Information	Environmental Management	

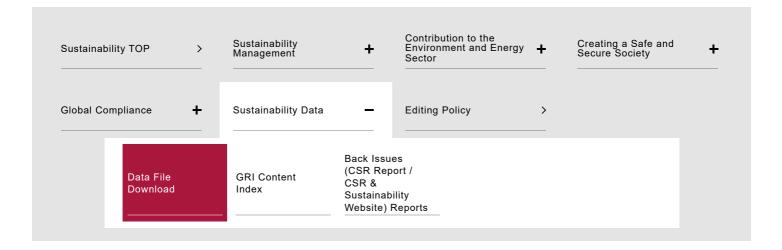
- 1	Transition of Business	Respect for Human Rights
	Portfolio	Intellectual Properties
	Strategic Business Domains	Promoting Responsible Supply
- 1	Corporate Profile	Chains
		Thorough Compliance and
		Corporate Ethics
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FY2023

Social Data 2023

Environmental Data 2023 Environmental Data 2023 Environmental Data for Principal Companies in 2023 Material Balance 2023 Environmental Accounting 2023 Social Data 2023



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NSSHNBO News **Business Lines Investor Relations** Sustainability Research and Development 2025 Wireless and Management Information Nisshinbo Group Human Rights Communications Statement Corporate Governance 2024 Microdevice Value-Creation Process 2023 Highlight from Integrated Automobile Brakes Report Materiality Sustainability Promotion Plan Precision Instruments IR Library **Contact Us** and KPIs Chemicals Financial Highlights

Group Overview	Textiles	Stock-Related Information	Information Disclosure Based
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Corporate Vision		Other IR Information	Environmental Management
Transition of Business			Respect for Human Rights
Portfolio			Intellectual Properties
Strategic Business Domains			Promoting Responsible Supply
Corporate Profile			Chains
			Thorough Compliance and
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Sustainability Research & Development

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GRI Content Index



Universal Standards

GRI STANDARD						
GRI 1: Foundation 2021		Statement of use	Nisshinbo Holdings reports with reference to the GRI Standards for the period January 1, 2023 through December 31, 2023.			
		GRI 1 used	GRI 1: Foundation 2021			
		GRI sector-specific standards to be used	There are currently no applicable sector- specific standards.			
GRI STANDARD	DISCLOSUR	RE	LOCATION			
GRI 2: General Disclosures	1. Organizat	tion and Reporting Practices				
2021	2-1	Organizational details	Corporate Profile			
	2-2	Entities included in the organization's sustainability reporting	Business Lines			
	2-3	Reporting period, frequency and contact point	Editing Policy			
	2-4	Restatements of information	No correction or revision of information.			
	2-5	External assurance	Promoting Climate Change Countermeasures			
	2. Business	2. Business Activities and Workers				
	2-6	Activities, value chain and other business relationships	Corporate Profile			
	2-7	Employees	Social Data			
	2-8	Workers who are not employees	Social Data			
	3. Governan	ice				
	2-9	Governance structure and composition	Nisshinbo Corporate Governance Policy			

GRI STANDARD			
	2-10	Nomination and selection of the highest governance body	Nisshinbo Corporate Governance Policy
	2-11	Chair of the highest governance body	Nisshinbo Corporate Governance Policy
	2-12	Role of the highest governance body in overseeing the management of impacts	Nisshinbo Corporate Governance Policy
	2-13	Delegation of responsibility for managing impacts	Risk Management
	2-14	Role of the highest governance body in sustainability reporting	Promotion System for Sustainability Activity
	2-15	Conflicts of interest	Nisshinbo Corporate Governance Policy
	2-16	Communication of critical concerns	Basic Stance Regarding Corporate Governance
	2-17	Collective knowledge of the highest governance body	Integrated Report (P.48 Skill Matrix)
	2-18	Evaluation of the performance of the highest governance body	Nisshinbo Corporate Governance Policy
	2-19	Remuneration policies	Nisshinbo Corporate Governance Policy
	2-20	Process to determine remuneration	Nisshinbo Corporate Governance Policy
	2-21	Annual total compensation ratio	
	4. Strategy, Pol	icy and Practice	
	2-22	Statement on sustainable development strategy	Integrated Report (P.1-5 Message from the President)
	2-23	Policy commitments	Message from the President
	2-24	Embedding policy commitments	Sustainability Promotion Plan and KPIs
	2-25	Processes to remediate negative impacts	Risk Management
	2-26	Mechanisms for seeking advice and raising concerns	Thorough Compliance and Corporate Ethics
	2-27	Compliance with laws and regulations	Thorough Compliance and Corporate Ethics
	2-28	Membership associations	Commitment to Initiatives
	5. Stakeholder	Engagement	
	2-29	Approach to stakeholder engagement	Stakeholder Engagement
	2-30	Collective bargaining agreements	Relationship with Employees
GRI STANDARD	DISCLOSURE		LOCATION

GRI STANDARD			
GRI 3: Material Topics	3-1	Process to determine material topics	Materiality
2021	3-2	List of material topics	Materiality
	3-3	Management of material topics	Sustainability Promotion Plan and KPIs

Topic-specific Standards (Economic)

GRI STANDARD	DISCLOSURE		LOCATION
GRI 201: Economic Performance	201-1	Direct economic value generated and distributed	Value-Creation Process
2016	201-2	Financial implications and other risks and opportunities due to climate change	Information Disclosure Based on TCFD Recommendations
	201-3	Defined benefit plan obligations and other retirement plans	Annual Securities Report (Japanese Eddition, P.114)
	201-4	Financial assistance received from government	Not applicable
GRI 202: Market Presence 2016	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	
	202-2	Proportion of senior management hired from the local community	Social Data
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	Water Resource Conservation
	203-2	Significant indirect economic impacts	
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	Risk Management
2010	205-2	Communication and training about anti-corruption policies and procedures	Thorough Compliance and Corporate Ethics
	205-3	Confirmed incidents of corruption and actions taken	Thorough Compliance and Corporate Ethics
GRI 206: Anti-competitive Behavior 2016 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Thorough Compliance and Corporate Ethics
GRI 207: Tax	207-1	Approach to tax	Nisshinbo Group Tax Policy
2019	207-2	Tax governance, control, and risk management	Nisshinbo Group Tax Policy

GRI STANDARD	DISCLOSURE		LOCATION
	207-3	Stakeholder engagement and management of concerns related to tax	Nisshinbo Group Tax Policy
	207-4	Country-by-country reporting	

Topic-specific Standards (Environmental)

GRI STANDARD	DISCLOSURE		LOCATION
GRI 301: Materials	301-1	Materials used by weight or volume	Material Balance
2016	301-2	Recycled input materials used	Resource Conservation
	301-3	Reclaimed products and their packaging materials	Resource Conservation
GRI 302: Energy	302-1	Energy consumption within the organization	Energy Conservation
2016	302-2	Energy consumption outside of the organization	Environmental Data
	302-3	Energy intensity	Energy Conservation
	302-4	Reduction of energy consumption	Energy Conservation
	302-5	Reductions in energy requirements of products and services	Promoting Life Cycle Assessment
GRI 303 Water and Effluents	303-1	Interactions with water as a shared resource	Water Resource Conservation
2018	303-2	Management of water discharge-related impacts	Water Resource Conservation
	303-3	Water withdrawal	Environmental Data
	303-4	Water discharge	Environmental Data
	303-5	Water consumption	Environmental Data
GRI 304: Biodiversity 2016	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Activities for Environmental and Biodiversity Conservation
	304-2	Significant impacts of activities, products and services on biodiversity	Not applicable
	304-3	Habitats protected or restored	Activities for Environmental and Biodiversity Conservation
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Activities for Environmental and Biodiversity Conservation

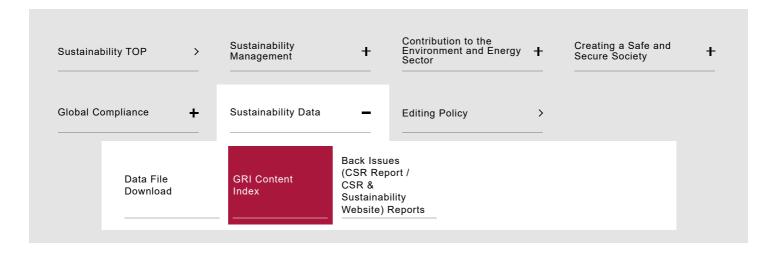
GRI STANDARD	DISCLOSURE		LOCATION
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Promoting Climate Change Countermeasures
20.0	305-2	Energy indirect (Scope 2) GHG emissions	Promoting Climate Change Countermeasures
	305-3	Other indirect (Scope 3) GHG emissions	Environmental Data
	305-4	GHG emissions intensity	
	305-5	Reduction of GHG emissions	Promoting Climate Change Countermeasures
	305-6	Emissions of ozone-depleting substances (ODS)	
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Chemical Substance Management
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	Resource Conservation
2020	306-2	Management of significant waste-related impacts	Resource Conservation
	306-3	Waste generated	Material Balance
	306-4	Waste diverted from disposal	Resource Conservation
	306-5	Waste directed to disposal	Resource Conservation
GRI 308: Supplier Environmental Assessment	308-1	New suppliers that were screened using environmental criteria	Promoting Responsible Supply Chains
2016	308-2	Negative environmental impacts in the supply chain and actions taken	Promoting Responsible Supply Chains

Topic-specific Standards (Social)

GRI STANDARD	DISCLOSURE		LOCATION
GRI 401: Employment	401-1	New employee hires and employee turnover	Social Data
2016	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	
	401-3	Parental leave	Social Data
GRI 402: Labor/Management Relations 2016	402-1	Minimum notice periods regarding operational changes	Relationship with Employees
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	Promoting Occupational Accident Prevention

GRI STANDARD	DISCLOSURE		LOCATION
	403-2	Hazard identification, risk assessment, and incident investigation	Promoting Occupational Accident Prevention
	403-3	Occupational health services	Promoting Occupational Accident Prevention
	403-4	Worker participation, consultation, and communication on occupational health and safety	Promoting Occupational Accident Prevention
	403-5	Worker training on occupational health and safety	Promoting Occupational Accident Prevention
	403-6	Promotion of worker health	Promoting Health Management
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Promoting Occupational Accident Prevention
	403-8	Workers covered by an occupational health and safety management system	Promoting Occupational Accident Prevention
	403-9	Work-related injuries	Promoting Occupational Accident Prevention
	403-10	Work-related ill health	Promoting Health Management
GRI 404: Training and Education	404-1	Average hours of training per year per employee	
2016	404-2	Programs for upgrading employee skills and transition assistance programs	Human Resource Management and Development
	404-3	Percentage of employees receiving regular performance and career development reviews	Human Resource Management and Development
GRI 405: Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	Promoting Diversity and Inclusion Social Data
2016	405-2	Ratio of basic salary and remuneration of women to men	Social Data
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	Thorough Compliance and Corporate Ethics
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Relationship with Employees Promoting Responsible Supply Chains
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	Human Rights Due Diligence Initiatives Promoting Responsible Supply Chains
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Human Rights Due Diligence Initiatives Promoting Responsible Supply Chains
GRI 410: Security Practices 2016	410-1	Security personnel trained in human rights policies or procedures	Respect for Human Rights Promoting Responsible Supply Chains

GRI STANDARD	DISCLOSURE		LOCATION
GRI 411: Rights of Indigenous Peoples 2016	411-1	Incidents of violations involving rights of indigenous peoples	
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	Social Involvement
2010	413-2	Operations with significant actual and potential negative impacts on local communities	Not applicable
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	Promoting Responsible Supply Chains
2010	414-2	Negative social impacts in the supply chain and actions taken	Thorough Compliance and Corporate Ethics
GRI 415: Public Policy 2016	415-1	Political contributions	
GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	Initiatives to Improve Quality and Customer Satisfaction
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Initiatives to Improve Quality and Customer Satisfaction
GRI 417: Marketing and Labeling 2016	417-1	Requirements for product and service information and labeling	
2010	417-2	Incidents of non-compliance concerning product and service information and labeling	
	417-3	Incidents of non-compliance concerning marketing communications	
GRI418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Thorough Information Security



NISSHINTOA IWAO INC. Nisshinbo Chemical Inc. Nisshinbo Textile Inc.

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News	Business Lines	Investor Relations	Sustainability	Research and
2025 2024	Wireless and Communications	Management Information Corporate Governance	Nisshinbo Group Human Rights Statement	Development
2023	Microdevice Automobile Brakes	Highlight from Integrated Report	Value-Creation Process Materiality	
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Message from the President Corporate Vision	Real Estate	Investor Relations News Other IR Information	Environmental Management Respect for Human Rights	
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Business Lines

Investor Relations

Sustainability

Research & Development

** Sustainability > Sustainability Data > Back Issues (CSR Report / CSR & Sustainability Website) Reports

Back Issues (CSR Report / CSR & Sustainability Website) Reports



The Nisshinbo Group has published its CSR Report since 2008, and has reported only on its website since 2017. In 2022, the name of the website was changed from CSR to "Sustainability" to disclose information on the Group's sustainability promotion activities. Past CSR reports and websites archive files can be downloaded and viewed below.

Website for FY2020-2023

- ► Sustainability website FY2023

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- ▶ Sustainability website FY2022

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CSR Report for FY2008-2016



CSR Report 2016

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CSR Report 2015

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CSR Report 2014

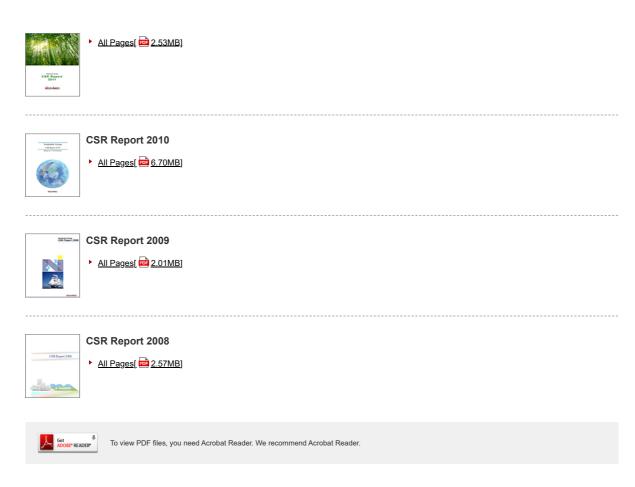


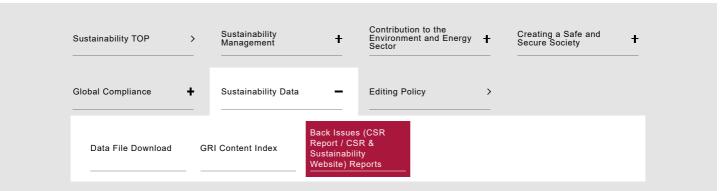
CSR Report 2013

All Pages[a 5.39MB]



CSR Report 2012





■ Group Companies

Japan Radio Co., Ltd.

Nisshinbo Micro Devices Inc.

NISSHINTOA IWAO INC.

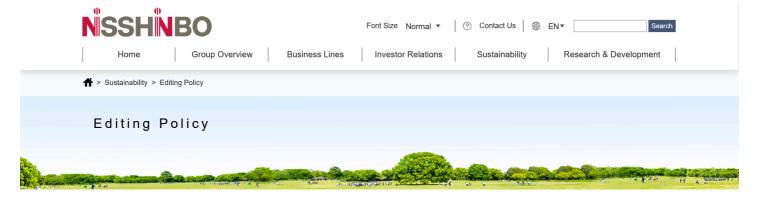
KOKUSAI DENKI Electric Inc.
D-CLUE Technologies Co., Ltd.
Nisshinbo Chemical Inc.

Nagano Japan Radio Co., Ltd. Nisshinbo Brake Inc. Nisshinbo Textile Inc. JRC Mobility Inc.

Nisshinbo Mechatronics Inc.

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The Nisshinbo Group discloses its sustainability promotion activities on its website to report them to a broad range of stakeholders.

1. Period Covered

In principle, centers on FY2023 (January 1, 2023–December 31, 2023).

2. Scope

The Company and its 85 consolidated subsidiaries as of the end of FY2023, for a total of 86 companies.

- * Because of the transfer of all shares of TMD FRICTION GROUP S.A. (TMD), a subsidiary in the Automobile Brakes business, on November 30, 2023, and for other factors, TMD and 21 other companies were excluded from the scope of consolidation. Environmental data for TMD and 21 other companies are available through November 2023, while social data are not available for FY2023.
- * On December 27, 2023, HVJ Holdings, Inc. and its subsidiary Hitachi Kokusai Electric Inc. and 7 other companies were included in the scope of consolidation, but are not included in the data for FY2023.

Ltd. on December 27, 2024, but is referred to in the text as Hitachi Kokusai Electric Inc. as it was at the time the data was compiled.

3. Guidelines Used for Reference

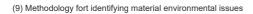
- Environmental Reporting Guidelines 2018, Japan's Ministry of the Environment
- Environmental Accounting Guidelines 2005, Japan's Ministry of the Environment
- Task Force on Climate-related Financial Disclosure (TCFD) Recommended Disclosures
- · Global Reporting Initiative "GRI standard"
- · ISO26000

Environmental Disclosure

The Nisshinbo Group discloses information in the Integrated Report and on its website in order to satisfy the disclosure requirements of the Environmental Reporting Guidelines (2018 edition) published by the Ministry of the Environment on June 29, 2018.

Items to be reported according to Environmental Reporting Guidelines 2018

(1) Top management's commitments	Ø
(2) Governance	4
(3) Stakeholder engagement	4
(4) Risk management	4
(5) Business model	Ø
(6) Value chain management	4
(7) Long-term vision	Ø
(8) Strategy	Ø





(10) The entity's material environmental issues







Management orientation Soundness of the organizational structure Environmental performance information





■ Group Companies

Japan Radio Co., Ltd. Nisshinbo Micro Devices Inc. NISSHINTOA IWAO INC.

KOKUSAI DENKI Electric Inc. D-CLUE Technologies Co., Ltd. Nisshinbo Chemical Inc.

Nagano Japan Radio Co., Ltd. Nisshinbo Brake Inc. Nisshinbo Textile Inc.

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Transition of Business			Respect for Human Rights	
Portfolio			Intellectual Properties	
Strategic Business Domains			Promoting Responsible Supply Chains	
Corporate Profile			Thorough Compliance and	
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