

[Notes of caution]

This document is an English translation of the Japanese original. In the event of any differences or inconsistencies between the Japanese and English versions, the Japanese language version shall take precedence.

CORPORATE GOVERNANCE

NITTO DENKO CORPORATION.

Last update: June 25th, 2021

NITTO DENKO CORPORATION

Hideo Takasaki, President

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Stock code: 6988

<https://www.nitto.com/jp/ja/>

The corporate governance of NITTO DENKO CORPORATION. is described below.

1. Basic Views on Corporate Governance, Capital Structure, Corporate Attributes and Other Basic Information

1. Basic Views

At the Nitto Group, we make clear our fundamental values and sense of purpose with respect to business performance in the form of our Corporate Philosophy.

In order to maximize our corporate value and achieve continuous growth under the Corporate Philosophy, we believe that prompt and transparent decision-making, as well as bold managerial decisions, are necessary. Being fully aware of the importance of establishing corporate governance to achieve such decision-making, we will further improve our corporate governance system by establishing these Corporate Governance Guidelines [Reference 1] in accordance with the following basic principles.

- 1.We ensure the rights and equality of our shareholders.
- 2.We collaborate with our stakeholders appropriately.
- 3.We disclose information appropriately to ensure transparency.
- 4.We aim to realize the management functions expected of us by our stakeholders.
- 5.We engage in constructive dialogue with our shareholders.

[Reason not to Enforce Each Principle of the Corporate Governance Code]

We enforce all of the principles of the Corporate Governance Code.

[Disclosure Based on the Principles of the Corporate Governance Code]

【Principle 1.4 Cross-Shareholdings】

The Nitto Group may hold shares of other listed companies as cross-shareholdings only when such holdings are deemed to lead to the enhancement of the Group's corporate value over the long-term. However, the ratio of such shares to total assets is minimal, and with regard to each cross-shareholding, we will continue to examine every year such factors as the status of transactions with such companies and whether the return on such holdings is commensurate with the capital costs deemed appropriate by the Company, and determine whether or not such shares need to be sold.

When exercising voting rights with respect to such cross-shareholdings, we decide the manner in which we vote in a comprehensive manner after taking into consideration such factors as whether each item to be resolved leads to the stable enhancement of the Group's corporate value.

【Principle 1.7 Related Party Transactions】

At Nitto, related party transactions conducted by our Directors or major shareholders and other parties are resolved at Board of Directors meetings or entrusted to Outside Directors as appropriate in order to verify the rationality (business necessity) of such transactions and the validity of their terms and conditions.

resolve such transactions or entrust such business to Outside Directors as appropriate

Whether or not any items to be presented at Board of Directors meetings and other important meetings fall under the definition of related party transactions is examined by the Secretariat beforehand in conjunction with the legal department.

The soundness and appropriateness of such transactions are ensured through ex-post-facto checking of their nature, etc. by the internal audit department and through audits by the Board of Corporate Auditors (members).

【Principle 2.6 Roles of Corporate Pension Funds as Asset Owners】

In order for Nitto to perform a function as an asset owner with its enhanced investment expertise, it appoints a CFO, a manager in charge of finance, and a manager in charge of human resources as the pension management director, and in addition, appoints human resources with experience in fund management as an executive director, and supplements professional capacity and knowledge by employing an external advisor, thereby properly operating and managing Nitto's corporate pension.

【Principle 3.1 Full Disclosure】

(i) Corporate Philosophy and Management Plan

Please refer to the Company's website at <https://www.nitto.com/jp/en/ir/>

(ii) Basic Views on Corporate Governance

Please refer to "1. Basic Views" of this Report.

Please refer to [Reference 1] for the "Corporate Governance Guidelines."

(iii) Policy related to remuneration of Directors and Corporate Auditors

Please refer to the Company's website at <https://www.nitto.com/jp/en/ir/>

(iv) (v) Nomination Policy and Procedures, and Reasons for Individual Nomination of Candidates for Directors and Corporate Auditors

(Appropriate Structure of the Board of Directors and Board of Corporate Auditors)

Given the current scale of business, the need to facilitate substantial discussions at Board of Directors meetings and Board of Corporate Auditors meetings and to ensure an appropriate number of Outside Directors, etc., we believe that the appropriate size of the Board of Directors is not more than ten Directors (two or more of whom are independent directors). Likewise, the Articles of Incorporation set an upper limit of ten. We also believe that the appropriate size of the Board of Corporate Auditors is not more than five members (half or more of whom are independent auditors), who are individuals having appropriate experience and ability as well as necessary knowledge in finance, accounting, and legal affairs, with at least one (1) Corporate Auditor who has sufficient expertise in finance and accounting. Likewise, the Articles of Incorporation set an upper limit of five.

(Appointment and Dismissal of Directors and Corporate Auditors)

The Officer Appointment Standards and the Officer Dismissal Standards have been established as described below and are applied when appointing or dismissing a Director or Corporate Auditor. In addition, in order to further enhance fairness and transparency in appointment and dismissal of Directors, the Management, Nomination and Remuneration Advisory Committee meets and reports the results of its deliberations to the Board of Directors, and the Board of Directors makes the final decision by taking such report into account.

<Officer Appointment Standards>

In addition to the basic requirement of having profound insights and high levels of expertise acquired from past experience, successful candidates should comprehend and live up to our Corporate Philosophy, deliver results, and continue to take on new challenges.

(At Nitto, those meeting such requirements are called "Nitto Persons.")

<Officer Dismissal Standards>

1. An act was committed that was contrary to public order and morality;
2. A violation of the laws and ordinances, the Articles of Incorporation, or any other regulations of the Group was committed, and Nitto suffered a substantial loss or hindrance to Group business operations due to such violation;
3. A material inconvenience was caused to the execution of the duties of an Officer; or
4. Any of the quality requirements set forth in the Officer Appointment Standards is no longer satisfied.

(Nomination of Outside Directors and Outside Corporate Auditors)

When nominating Outside Director and Outside Corporate Auditor candidates, individuals who are considered appropriate for such positions must meet the Independent Officer Appointment Standards and the Officer Appointment Standards. Furthermore, in order for Outside Directors and Corporate Auditors to set aside the time and labor necessary to properly fulfill their roles and responsibilities at Nitto, due attention is paid to the statuses of concurrent positions (officers, etc.) that they might hold at other companies to ensure that such statuses are appropriate.

<Criteria for Independent Outside Directors and Outside Corporate Auditors>

The Company, in an effort to ensure the objectivity and transparency of governance, has set forth the criteria for the independence of Outside Directors and Outside Corporate Auditors (hereinafter collectively referred to as "Outside Officer(s)"), as follows.

The Company considers an Outside Officer or a candidate for Outside Officer to have independence, if, after conducting an investigation to the utmost reasonable extent, it is determined that none of the following items are applicable to the Outside Officer or candidate for Outside Officer.

1. A person who is or has been in the past ten years an executing person (Director, Corporate Auditor, Vice President, or any other employee) of the Company or the Group (hereinafter collectively referred to as the "Group");
2. A person who is an important executing person (Director, Corporate Auditor, Accounting Advisor, Executive Officer, Executive Director, or any other important employee; hereinafter the same shall apply) of a major shareholder of the Company (a shareholder holding 10% or more of the voting rights of the Company);
3. A person who is an important executing person of a company of which the Company is a major shareholder;
4. A person who is an important executing person of a major counterparty of the Company (a counterparty for which the amount of payment or receipt for transactions with the Company for the latest fiscal year exceeds 2% of consolidated gross sales);
5. A person who is an important executing person of a major lender of the Company (a lender to which the Group's aggregate amount of loans payable at the latest fiscal year-end exceeds 2% of consolidated total assets);
6. A person who is a legal professional, accounting and tax professional, consultant, or research and education specialist who receives a large amount of compensation or donation (for the latest fiscal year, 10 million yen or more in the case of an individual and more than 2% of consolidated gross sales in the case of a corporation or an organization) from the Company;
7. A person who has kinship status (being a relative within the third degree of kinship or a relative living together) with an executing person of the Group;
8. A person to whom any of the items 2. through 7. above has been applicable within the past ten years; and

9. In addition to the above, a person who has an interest that is reasonably considered to give rise to doubts about his or her independence as an Independent Outside Director or Independent Outside Corporate Auditor, or to give rise to a conflict of interest with shareholders of the Company.

<Criteria for “Important Concurrent Positions”>

Concurrent positions are deemed “important” if:

1. The director (candidate) in question concurrently holds a position as Director, etc. at listed companies or equivalent public companies;
2. The director (candidate) is a representative of corporations other than those stipulated in the preceding item and does not have the time, etc. necessary to fulfill his/her duties at the Company;
3. The director (candidate) has a specialist job (as a professor, lawyer, accountant, etc.) and his/her related duties can affect the allocation of time, etc. necessary to fulfill his/her duties at the Company;
4. The place of employment of the director (candidate) affects his/her independence in light of the Criteria for Election of Independent Outside Directors and Outside Corporate Auditors of the Company; and/or
5. The place of employment of the director (candidate) affects the allocation of time, etc. necessary to fulfill his/her duties at the Company.

(Profiles of Director and Corporate Auditor Candidates)

Please refer to the reference materials for the general meeting of shareholders of Nitto’s “Notice.” The “Notice” is available on its website: <https://www.nitto.com/jp/en/ir/>.

【Supplementary Principle 4.1.1 Brief Summary of the Scope and Nature of Matters Delegated to the Board of Directors】

At Nitto, decisions are made at different levels: the Board of Directors serves as an organization for making management decisions and conducting oversight; the Corporate Strategy Committee undertakes business affairs based on decisions made by the Board of Directors; each business division (including corporate departments) has its own meeting structure(s); and heads of each department make decisions (see Nitto’s website(<https://www.nitto.com/jp/ja/ir/>) for information on the Corporate Governance System).

The scope and content of decisions to be made at each level are regulated through the Group’s decision-making regulations and standards that are specifically segmented based on the nature of such decisions, amounts to be approved, and other factors. Management decision-making at the Board of Directors meetings and execution of operations are thus separated from each other, and the effectiveness of discussions at the Board of Directors meetings is ensured.

【Supplementary Principle 4.1.3 CEO’s Successor Plan】

Pursuant to the succession plan for the president (Chief Executive Officer), the Board of Directors appropriately exercises supervision to ensure that an individual with the necessary knowledge, experience, and ability to be

a candidate for the successor is fostered systematically, with sufficient time and resources devoted thereto.

【Supplementary Principle 4.9 Criteria for Independence of Outside Officers】

Please refer to “(iv) (v) Nomination Policy and Procedures, and Reasons for Individual Nomination of Candidates for Directors and Corporate Auditors (Nomination of Outside Directors and Outside Corporate Auditors) of 【Principle 3.1 Full Disclosure】 of this Report.

【Supplementary Principle 4.11.1 Views on the Scale, etc. at the Board of Directors and the Board of Corporate Auditors】

Please refer to “(iv) (v) Nomination Policy and Procedures, and Reasons for Individual Nomination of Candidates for Directors and Corporate Auditors (Appropriate Structure of the Board of Directors and Board of Corporate Auditors) of 【Principle 3.1 Full Disclosure】 of this Report.

【Supplementary Principle 4.11.2 Concurrent Positions of Directors and Corporate Auditors】

Please refer to the reference materials for the general meeting of shareholders of Nitto’s “Notice.” The “Notice” is available on its website: <https://www.nitto.com/jp/en/ir/>.

【Supplementary Principle 4.11.3 Analysis, Evaluation, and Disclosure of the Effectiveness of the Entire Board of Directors】

Nitto conducts questionnaires targeting Directors and Corporate Auditors and analyzes and evaluates the effectiveness of the Board of Directors.

Please refer to [Reference 2] for the summary of the results of the previous year’s effectiveness evaluation. (“Findings of the Nitto Board Effectiveness Evaluation”).

【Supplementary Principle 4.14.2 Training for Directors and Corporate Auditors】

When nominating Directors and Corporate Auditors, Nitto makes it a policy to nominate candidates appropriate for such positions who, in light of the Officer Appointment Standards, can fulfill the duties and responsibilities of Directors and Corporate Auditors.

Additionally, Nitto periodically provides training on practicing the Corporate Philosophy, compliance, and corporate responsibilities that should be assumed by the Officers, which are attended not only by employees, but also by all of the officers, who thereby set an example for others to follow. Nitto’s internal officers are obliged to constantly gather information and train themselves proactively in order to fulfill their roles.

Newly appointed outside officers undertake training on Nitto’s business lines, financial position, and other topics immediately after taking office.

【Supplementary Principle 5.1 Policies Related to Constructive Dialogue with Shareholders】

In order to achieve sustainable growth and increase our medium- and long-term corporate value, we provide

clear explanations of our business to our shareholders and promote constructive dialogue with them in order to gain their understanding. To this end, we have established the following policies.

1. We at Nitto position IR activities as one of our key business issues, and senior management members personally promote dialogue with shareholders, with the CEO in charge and the CFO serving as a competent director.
2. In order to ensure the effectiveness of dialogue, a dedicated IR department has been established, and a cross-sectional structure for sharing and disclosure of IR information has been constructed through positive cooperation with the Legal, Corporate Planning, Corporate Accounting & Finance, General Affairs, Public Relations, Management of Group Companies, CSR, and other departments. In addition, an information-handling officer has been appointed to strive to ensure disclosure of information in a timely and appropriate manner.
3. As measures to promote opportunities for dialogue aside from individual meetings, information meetings are held every quarter, with the CEO or CFO providing explanations. Additionally, overseas IR roadshows in the United States, Europe, and Asia are conducted at least once a year.
4. Information on views and business issues uncovered through dialogue with shareholders are periodically relayed to senior management and relevant departments to communicate, share, and feed the same back to management.
5. In order to control insider information, the “Nitto Group Regulations to Prevent Insider Dealings” have been established to ensure infallible information control. Meetings with shareholders and investors to be interviewed are limited during the “quiet periods” immediately prior to the announcement of financial results.

2. Capital Structure

Foreign Shareholding Ratio	30% or more
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[Major Shareholders]

Name of Corporate Entity	Number of shares held	Ratio (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	28,828,000	19.48
Custody Bank of Japan, Ltd. (Trust Account)	12,040,400	8.14
Custody Bank of Japan, Ltd. (Trust Account 7)	3,261,300	2.20
Custody Bank of Japan, Ltd. (Securities Investment Account)	2,849,100	1.93
STATE STREET BANK AND TRUST COMPANY 505223	2,636,945	1.78
STATE STREET BANK WEST CLIENT - TREATY 505234	2,539,192	1.72
JP Morgan Securities Japan Co., Ltd.	2,134,420	1.44
Nippon Life Insurance Company	2,082,060	1.41

Custody Bank of Japan, Ltd. (Trust Account 5)	1,964,900	1.33
JP MORGAN CHASE BANK 385781	1,839,741	1.24

**Controlling Shareholder
(Except for Parent Company)**

Parent Company

None

Supplementary Explanation

1. The ownership percentage has been calculated based on the number of shares issued, excluding treasury stock.
2. Although the reports on large-scale shareholdings have been submitted as follows, the Company lists the major shareholders above according to the shareholder register as of March 31, 2021.

A total of two shareholders comprising Sumitomo Mitsui Trust Asset Management Co., Ltd. and its joint holders
12,629,500 shares (as of July 15, 2019)

A total of three shareholders comprising Nomura Securities Co., Ltd. and its joint holders
16,288,072 shares (as of July 1, 2020)

A total of four shareholders comprising MUFG Bank, Ltd. and its joint holders
10,970,009 shares (as of March 22, 2021)

A total of ten shareholders comprising BlackRock Japan Co., Ltd. and its joint holders
11,216,496 shares (as of March 31, 2021)

3. Corporate Attributes

Listed Stock Market and Market Section	Tokyo Stock Exchange, First Section
Fiscal Year End	March
Business Category	Chemical
Number of Employees (Consolidated) as of the End of the Previous Fiscal Year	1,000 or more
Sales (Consolidated) for the Previous Fiscal Year	100 billion yen or more and less than 1 trillion yen
Number of Consolidated Subsidiaries as of the End of	50 or more and less than 100

the Previous Fiscal Year	
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4. Policy on Measures to Protect Minority Shareholders in Conducting Transactions with Controlling Shareholder

5. Other Special Circumstances That May Have Material Impact on Corporate Governance

//. Business Management Organization and Other Corporate Governance Systems regarding Decision-Making, Execution of Business, and Oversight in Management

1. Items Related to Organizational Structure and Operation

Organizational Form	Company with company auditor(s)
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[Directors]

Number of Directors Specified in Articles of Incorporation	10
Term of Office of Directors in Articles of Incorporation	1 year
Chairperson of the Board	President
Number of Directors	9
Appointment Status of Outside Directors	Appointed
Number of Outside Directors	5
Number of Outside Directors Designated as Independent Directors	5

Relationship with the Company (1)

Name	Affiliation	Relationship with the Company*										
		a	b	c	d	e	f	g	h	i	j	k
Yoichiro Furuse	From other companies											
Takashi Hatchoji	From other companies											
Tamio Fukuda	Scholar											
Wong Lai Yong	From other companies											
Michitaka Sawada	From other companies											

*Selection criteria regarding relationship with the Company

*“○” when the person presently falls or has recently fallen under the category; “△” when the person fell under the category in the past

*“●” when a close relative of the person presently falls or has recently fallen under the category; “▲” when a close relative of the person fell under the category in the past

a Executive of a listed company or its subsidiaries

b Non-executive managing director or executive of a parent company of a listed company

c Executive of a fellow subsidiary company of a listed company

d A party whose major client or supplier is a listed company or an executive thereof

e Major client or supplier of a listed company or an executive thereof

f Consultant, accountant, or legal professional who receives a large amount of monetary consideration or other property from a listed company besides compensation as an officer

g Major shareholder of a listed company (or an executive of the said major shareholder if the shareholder is a corporation)

h Executive of a client or supplier company of a listed company (which does not correspond to any of d, e, or f) (the executive himself/herself only)

i Executive of a company, between which and the listed company outside directors are mutually appointed (the executive himself/herself only)

j Executive of a company or organization that receives a donation from a listed company (the executive himself/herself only)

k Other

Relationship with the Company (2)

Name	Independent Officer	Supplementary Explanation of the Conforming Items	Reason for Appointment
Yoichiro Furuse	○	There is no matter falling under a. through k. above. Mr. Furuse also currently serves as an important executing person	1. In this fiscal year (FY2020), Mr. Furuse attended all the Board of Directors' meetings (12 times) and made useful comments based on

		<p>of Evanston Corporation and Permira Advisers KK, with both of which the Company does not engage in transactions.</p>	<p>his deep insight into and extensive experience in corporate management, which he had gained through his service as a director and representative director at the listed companies.</p> <p>The Company expects Mr. Furuse to continue overseeing the Board of Directors and providing a wide range of opinions on the business administration of the Company based on his insight and experience as a corporate manager and a former employee of a mega bank. Mr. Furuse will also continue working as a member of the Management, Nomination and Remuneration Advisory Committee.</p> <p>2. The Company stipulates the “Criteria for Election of Independent Outside Directors and Outside Corporate Auditors” and selects candidates for Outside Directors based on the criteria. The Company has designated Mr. Furuse as an Independent Director as stipulated by the Tokyo Stock Exchange and has reported such designation to the Exchange.</p>
Takashi Hatchoji	○	<p>There is no matter falling under a. through k. above.</p> <p>Mr. Hatchoji was an important executing person of Hitachi, Ltd. in the past, which held about 15% of shares in Nitto through a subsidiary. Hitachi, Ltd., however, sold most of its shares in Nitto in</p>	<p>1. In this fiscal year (FY2020), Mr. Hatchoji attended 11 out of the 12 Board of Directors’ meetings and made useful comments based on his deep insight into and experience in management, which he had gained through his service as a representative executive</p>

		<p>July 2003 (and has sold all of its shares in Nitto to date). It has been 15 years or more since a group relation between Hitachi, Ltd. and Nitto was dissolved. The Company engages in transactions with Hitachi, Ltd. Most of such transactions relate to the development, maintenance, etc. of the Company's system, with the annual transaction amount accounting for less than 0.13% of the Company's consolidated revenue. Thus, the Company's relationship with Hitachi, Ltd. does not affect his independence.</p>	<p>officer and director of the listed companies.</p> <p>The Company expects Mr. Hatchoji to continue overseeing the Board of Directors and providing opinions on the business administration of the Company from a global perspective based on his insight and experience as a corporate manager in Japan and Overseas. Mr. Hatchoji will also continue working as a member of the Management, Nomination and Remuneration Advisory Committee.</p> <p>2. The Company stipulates the "Criteria for Election of Independent Outside Directors and Outside Corporate Auditors" and selects candidates for Outside Directors based on the criteria. The Company has designated Mr. Hatchoji as an Independent Director as stipulated by the Tokyo Stock Exchange and has reported such designation to the Exchange.</p>
Tamio Fukuda	○	<p>There is no matter falling under a. through k. above.</p> <p>Mr. Fukuda also currently serves as a professor emeritus of Kyoto Institute of Technology. The Company makes a donation to the university. However, the annual donation amount, accounting for less than 0.0003% of Nitto's consolidated revenue, does not affect his independence.</p>	<p>1. In this fiscal year (FY2020), Mr. Fukuda attended all the Board of Directors' meetings (12 times), providing advice on the establishment of the Company's corporate brand as a university professor specializing in design management and making useful comments based on his experience in business management as a corporate advisor.</p> <p>The Company expects Mr. Fukuda</p>

			<p>to continue overseeing the Board of Directors and providing opinions on the business administration of the Company from the perspectives of brand building and innovation creation based on his insight and experience as an expert as detailed above. Mr. Fukuda will also continue working as a member of the Management, Nomination and Remuneration Advisory Committee.</p> <p>2. The Company stipulates the “Criteria for Election of Independent Outside Directors and Outside Corporate Auditors” and selects candidates for Outside Directors based on the criteria. The Company has designated Mr. Fukuda as an Independent Director as stipulated by the Tokyo Stock Exchange and has reported such designation to the Exchange.</p>
Wong Lai Yong	○	<p>There is no matter falling under a. through k. above.</p> <p>Ms. Wong also currently serves as an important executing person of first Penguin Tours & Training Sdn. Bhd., with which the Company does not engage in transactions.</p>	<p>1. In this fiscal year (FY2020), Ms. Wong attended all the Board of Directors’ meetings (10 times) and provided useful opinions on diversity and sustainability including the promotion of women and non-Japanese nationals based on her experience of studying and working in Japan for about 16 years and her diverse experience and track records in her mother country, Malaysia, and other Asian countries.</p> <p>The Company expects Ms. Wong</p>

			<p>to continue overseeing the Board of Directors based on her insight and experience as an expert as detailed above and providing opinions on the business administration of the Company from the perspective of an expert. Ms. Wong will also continue working as a member of the Management, Nomination and Remuneration Advisory Committee.</p> <p>2. The Company stipulates the “Criteria for Election of Independent Outside Directors and Outside Corporate Auditors” and selects candidates for Outside Directors based on the criteria. The Company has designated Ms. Wong as an Independent Director as stipulated by the Tokyo Stock Exchange and has reported such designation to the Exchange.</p>
Michitaka Sawada	○	<p>There is no matter falling under a. through k. above.</p> <p>Mr. Sawada also currently serves as an important executing person of Kao Corporation, with which the Company does not engage in transactions.</p>	<p>1. The Company expects Mr. Sawada to oversee the Board of Directors and provide a wide range of opinions as a manager of a leading company in ESG promotion. Mr. Sawada will also work as a member of the Management, Nomination and Remuneration Advisory Committee.</p> <p>2. The Company stipulates the “Criteria for Election of Independent Outside Directors and Outside Corporate Auditors” and selects candidates for Outside Directors based on the criteria. The</p>

			Company has designated Mr. Sawada as an Independent Director as stipulated by the Tokyo Stock Exchange and has reported such designation to the Exchange.
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Voluntary Establishment of Committee(s) Equivalent to Nominating Committee or Remuneration Committee	Established
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Relationship with the Company (2)

	Committee's Name	All Committee Members	Full-time Committee Members	Internal Directors	External Directors	External Experts	Others	Chairperson
Committee Corresponding to Nomination Committee	Management, Nomination, and Remuneration Advisory Committee	9	0	1	5	0	3	Internal Director
Committee Corresponding to Remuneration Committee	Management, Nomination, and Remuneration Advisory Committee	9	0	1	5	0	3	Internal Director

Supplementary Explanation

Nitto has formed the Management, Nomination, and Remuneration Advisory Committee as an advisory organ for the Representative Director(s), and it consists of Outside Directors and Outside Corporate Auditors who offer advice from different perspectives on the Company's important management issues and compensation system for officers. The

other three members are the Outside Corporate Auditors of the Company.

The Committee met three times in total in the fiscal year under review (FY2020), with members' attendance rate of 100% each time. The following are main consultations and deliberations:

- The Company's course of action based on the global situation, industry trends, new research, etc.
- Current remuneration structure, level, and future stance based on trends in other companies, stakeholders including shareholders, etc.
- Current status of securing candidates for management position and succession plan

[Corporate Auditors]

Establishment of a Board of Corporate Auditors	Established
Number of Corporate Auditors Specified in Articles of Incorporation	5
Number of Corporate Auditors	5

Coordination between Corporate Auditors, Accounting Auditor, and Internal Auditing

Corporate Auditors receive reports on the audit structure and audit plans and reports on the results of the audits conducted based on such structure and plans from the internal audit section. Corporate Auditors also share information on audits they conduct with the internal audit section. Furthermore, Corporate Auditors endeavor to ensure the effectiveness of audits by holding regular meetings with their counterparts in domestic and overseas Group companies and exchanging opinions and information with them as needed.

Corporate Auditors receive reports from Accounting Auditors on the results of the audits the latter have conducted and periodically hold information exchange meetings with them. Corporate Auditors also attend meetings where Accounting Auditors provide feedback to Group companies on their audits to facilitate collaboration with them. As a new initiative introduced in FY2020, Corporate Auditors aimed at enhancing their overseas network from the perspective of improving group governance and accepted partners of KPMG's member firms in the six geographical areas, which General Managers of the Company are appointed to oversee. This was a collaborative initiative with Accounting Auditors. Meetings were also held to exchange opinions with the partners in charge of the six areas, respectively, to promote the use of this network.

Appointment Status of Outside Corporate Auditors	Established
Number of Outside Corporate Auditors	3
Number of Outside Corporate	3

Auditors Designated as Independent Directors

Relationship with the Company (1)

Name	Affiliation	Relationship with the Company*												
		a	b	c	d	e	f	G	h	i	j	k	l	m
Masashi Teranishi	From other companies													
Masakazu Toyoda	Other													
Mitsuhide Shiraki	Scholar													

*Selection criteria regarding relationship with the Company

**“○” when the person presently falls or has recently fallen under the category; “△” when the person fell under the category in the past

**“●” when a close relative of the person presently falls or has recently fallen under the category; “▲” when a close relative of the person fell under the category in the past

a Executive of a listed company or its subsidiaries

b Non-executive managing director or accounting adviser of the Company or its subsidiaries

c Non-executive managing director or executive of a parent company of a listed company

d Corporate auditor of a parent company of a listed company

e Executive of a fellow subsidiary company of a listed company

f A party whose major client or supplier is a listed company or an executive thereof

g Major client or supplier of a listed company or an executive thereof

h Consultant, accountant, or legal professional who receives a large amount of monetary consideration or other property from a listed company besides compensation as an officer

i Major shareholder of a listed company (or an executive of the said major shareholder if the shareholder is a corporation)

j Executive of a client or supplier company of a listed company (which does not correspond to any of f, g, or h) (the executive himself/herself only)

k Executive of a company, between which and the listed company outside directors are mutually appointed (the executive himself/herself only)

l Executive of a company or organization that receives a donation from a listed company (the executive himself/herself only)

m Other

Relationship with the Company (2)

Name	Independent Officer	Supplementary Explanation of the Conforming Items	Reason for Appointment
Masashi Teranishi	○	<p>There is no matter falling under a. through m. above.</p> <p>Mr. Teranishi also serves as Honorary Advisor of MUFG Bank, Ltd. He was an important executing person of the group in the past, but it has been ten years or more since then. Hence, it does not affect his independence. Further, there is no borrowing from MUFG Bank, Ltd.</p>	<p>1. In this fiscal year (FY2020), Mr. Teranishi attended all the Board of Directors' meetings (12 times) and all the Board of Corporate Auditors' meetings (13 times), performed appropriate audits based on his insight and experience as a manager of a mega bank, and provided useful opinions on the business administration of the Company from the perspective of finance.</p> <p>The Company expects Mr. Teranishi to continue providing opinions on the business administration of the Company from the financial perspective, utilizing his insight and experience as an expert in finance in the auditing of the Company. Mr. Teranishi will also continue working as a member of the Management, Nomination and Remuneration Advisory Committee.</p> <p>He possesses a broad range of knowledge in finance and accounting.</p> <p>2. The Company stipulates the "Criteria for Election of Independent Outside Directors and Outside Corporate Auditors" and selects candidates for Outside</p>

			Corporate Auditors based on the criteria. The Company has designated Mr. Teranishi as an Independent Director as stipulated by the Tokyo Stock Exchange and has reported such designation to the Exchange.
Masakazu Toyoda	○	There is no matter falling under a. through m. above.	<p>1. In this fiscal year (FY2020), Mr. Toyoda attended all the Board of Directors' meetings (12 times) and 12 out of the 13 Board of Corporate Auditors' meetings, performed appropriate audits based on his insight and experience as an economist involved in national politics, and provided useful opinions.</p> <p>The Company expects Mr. Toyoda to continue providing opinions on the business administration of the Company from the perspectives of the economy and international trades, utilizing his insight and experience in the auditing of the Company.</p> <p>Mr. Toyoda will also continue working as a member of the Management, Nomination and Remuneration Advisory Committee. Although he does not have experience of being directly involved in corporate management, the Company believes that he will be able to execute his duties as an Outside Corporate Auditor of the Company appropriately for the aforementioned reasons.</p>

			<p>2. The Company stipulates the “Criteria for Election of Independent Outside Directors and Outside Corporate Auditors” and selects candidates for Outside Corporate Auditors based on the criteria. The Company has designated Mr. Toyoda as an Independent Director as stipulated by the Tokyo Stock Exchange and has reported such designation to the Exchange.</p>
Mitsuhide Shiraki	○	<p>There is no matter falling under a. through m. above.</p> <p>Mr. Shiraki also currently serves as a professor of the Faculty of Political Science and Economics, Waseda University. While the Company has a transaction with the university, it relates to a joint research, and the annual transaction amount is less than 0.0004% of consolidated revenue of the Company. The Company’s relationship with the university therefore does not affect Mr. Shiraki’s independence.</p>	<p>1. In this fiscal year (FY2020), Mr. Shiraki attended all the Board of Directors’ meetings (12 times) and all the Board of Corporate Auditors’ meetings (13 times) and provided useful opinions based on his insight and experience as an expert on labor issues and global human resource development. The Company expects Mr. Shiraki to continue providing opinions on the business administration of the Company from the perspectives of labor and human resource development, utilizing his insight and experience in the auditing of the Company.</p> <p>Mr. Shiraki will also continue working as a member of the Management, Nomination and Remuneration Advisory Committee. Although he does not have experience of being directly involved in corporate management, the Company believes that he will</p>

			<p>be able to execute his duties as an Outside Corporate Auditor of the Company appropriately for the aforementioned reasons.</p> <p>2. The Company stipulates the “Criteria for Election of Independent Outside Directors and Outside Corporate Auditors” and selects candidates for Outside Corporate Auditors based on the criteria. The Company has designated Mr. Shiraki as an Independent Director as stipulated by the Tokyo Stock Exchange and has reported such designation to the Exchange.</p>
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[Independent Officers]

Number of Independent Officers

8

Other Details concerning Independent Officers

All individuals who satisfy the qualifications for Independent Officers are appointed as Independent Officers. In order to ensure the independence of Outside Directors and Outside Corporate Auditors, Nitto has stipulated “Criteria for Election of Independent Outside Directors and Outside Corporate Auditors.”

Please refer to 1. Basic Views 【Supplementary Principle 4.9 Criteria for Independence of Outside Officers】 of “1. Basic Views on Corporate Governance, Capital Structure, Corporate Attributes, and Other Basic Information” of this Report for the details of “Criteria for Election of Independent Outside Directors and Outside Corporate Auditors.”

[Incentives]

Implementation status of measures for granting incentives to Directors

Introduction of a performance-linked compensation plan, and others

Supplementary Explanation

For the purpose of incentivizing Directors to contribute to medium- and long-term performance improvement and

sustainable enhancement of corporate value, Nitto has introduced a restricted share remuneration that allots the Company's common shares with transfer restriction until they leave office, as a form of medium-term performance-linked remuneration, and a performance-linked share-based remuneration that provides the Company's common shares in accordance with the achievement of numerical targets predetermined by the Company's Board of Directors, as a medium-term performance-linked remuneration.

Stock Option Recipients

Supplementary Explanation

[Director Compensation]

Disclosure of Compensation of Individual Directors

Individual disclosure made for certain directors only

Supplementary Explanation

The Company discloses the total amount of compensation by category for Directors and Corporate Auditors, respectively, as well as the total amount paid to Outside Officers in its annual securities report and business report. The Company also discloses compensation of those whose total amount of consolidated compensation, etc. is 100 million yen or more individually in its annual securities report

1) Number of eligible Directors and Corporate Auditors for each position, total amount of compensation, etc. by type, and total amount of compensation, etc.

Directors (excluding Outside Directors)

Number of eligible Directors 6

Total amount of compensation, etc. by type

Compensation in cash 203 million yen

Bonus paid to Directors 240 million yen

Restricted share remuneration 82 million yen

Total amount of compensation, etc. 525 million yen

Outside Directors

Number of eligible Outside Directors 4

Total amount of compensation, etc. by type

Compensation in cash 45 million yen

Total amount of compensation, etc. 45 million yen

Corporate Auditor (excluding Outside Auditors)

Number of eligible Corporate Auditors 2

Total amount of compensation, etc. by type

Compensation in cash 67 million yen

Total amount of compensation, etc. 67 million yen

Outside Corporate Auditors

Number of eligible Outside Corporate Auditors 3

Total amount of compensation, etc. by type

Compensation in cash 32 million yen

Total amount of compensation, etc. 32 million yen

2) Total amount of compensation, etc. of those whose total amount of remuneration, etc. is 100 million yen or more

Name Hideo Takasaki

Position Director

Total amount of compensation, etc. by type

Compensation in cash 96 million yen

Bonus paid to Directors 107 million yen

Restricted share remuneration 42 million yen

Total amount of remuneration, etc. 246 million yen

(Notes)

1. The above table includes two Directors (who were not Outside Directors) who resigned during the fiscal year under review.
2. The amount of employee salary (including bonus) for a Director who also holds an employee position is paid separately from the abovementioned compensation, but such employee salary was not paid for the current term.
3. The upper limit of compensation in cash for Directors was set at 1 billion yen per year (of this amount, the upper limit of the total amount of compensation in cash for Outside Directors was set at 100 million yen) at the 156th Ordinary General Meeting of Shareholders. The number of Directors at the close of the said Ordinary General Meeting of Shareholders was nine (of which, five were Outside Directors). The upper limit of the total amount of compensation in cash for Corporate Auditors was set at 144 million yen per year at the 156th Ordinary General Meeting of Shareholders. The number of Corporate Auditors at the close of the said Ordinary General Meeting of Shareholders was five.
4. The amount of bonus for Directors was approved at the 156th Ordinary General Meeting of Shareholders.
5. The upper limits of the total value and the number of shares to be granted to Directors (excluding Outside

Directors) in the form of performance-linked share-based remuneration were set at 364 million yen and 48,400 shares a year at the 153rd Ordinary General Meeting of Shareholders. The number of Directors at the close of the said Ordinary General Meeting of Shareholders was nine (of which, three were Outside Directors).

6. The upper limit of the total value and the number of shares to be granted to Directors (excluding Outside Directors) in the form of restricted share remuneration were set at 243 million yen and 32,000 shares a year at the 153rd Ordinary General Meeting of Shareholders. The number of Directors at the close of the said Ordinary General Meeting of Shareholders was nine (of which, three were Outside Directors).
7. Consolidated operating income and consolidated ROE are adopted as indicators based on which bonuses for Directors and performance-linked share-based remuneration are calculated. For the fiscal year under review, the Company's consolidated operating income was 93,809 million yen and consolidated ROE 10.0%. There will be no payment of performance-linked share-based remuneration as the Company did not achieve its targets. Restricted share remuneration is linked to the market price of the Company's shares. There is nothing that needs to be disclosed in relation to its performance.
8. Individual remuneration and so on granted to Directors and others for the fiscal year under review are (or will be) paid in accordance with the determination process. The Board of Directors considers that their details are in line with the Company's compensation policy.

**Policy for Determining
Compensation Amounts and
Calculation Methods**

Established

Disclosure of Policy for Determining Compensation Amounts and Calculation Methods

Please refer to "1. Basic Views 【Principle 3.1 Full Disclosure】 of "I. Basic Views on Corporate Governance, Capital Structure, Corporate Attributes, and Other Basic Information" of this Report for the policy for determining the calculation method of compensation.

[System for Supporting Outside Directors (Outside Auditors)]

Nitto has five Outside Directors and three Outside Corporate Auditors.

Nitto expects Outside Directors to perform functions and roles of expressing objective and fair opinions from an external perspective, including general shareholders, exercising supervision, providing important information obtained externally, concerning the Company's management in general, and others, and Outside Corporate Auditors to perform functions and roles of monitoring and checking Directors' business execution based on an external, objective point of view, respectively.

Nitto reports to Outside Corporate Auditors in advance agendas of meetings of the Board of Directors and the Corporate Strategy Committee, and agenda materials for business reporting via email, etc. each month.

Further, Nitto appoint assistants for the Outside Corporate Auditor who support Outside Corporate Auditors by (1) determining to hold audits and the Board of Corporate Auditors' meetings, and preparing minutes; (2) preparing

meeting materials in advance; and (3) providing various information to Outside Corporate Auditors.

There are no special interests between Outside Directors and Outside Corporate Auditors, and the Company.

[Retired Presidents/CEOs]

Name, etc. of Retired Presidents/CEOs Holding Advisory Positions (Senior Consultant, etc.)

Name	Job Title/ Position	Responsibilities	Employment Terms (Full/Part-Time, With/Without Compensation, etc.)	Date when Role as President/ CEO Ended	Term
_____	_____	_____	_____	_____	_____

Total Number of Retired Presidents/CEOs Holding Advisory Positions (Senior Consultant, etc.)	0
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Other Matters

Nitto has stipulated internal rules concerning Senior Consultant and delegates such positions to individuals who retired from the position of Chairman or President upon the President's decision after consulting with the Management, Nomination, and Remuneration Advisory Committee. They mainly engage in external affairs such as social activities (full-time), but have no involvement in Nitto's management.

The President determines compensation for Senior Consultant after consulting with the Management, Nomination, and Remuneration Advisory Committee.

The term of office of Senior Consultant is one year. He or she may be reappointed, but shall go through the same procedures as the above-mentioned appointment to be reappointed each time, and reappointment is up to the limit of two times.

Nitto has currently no Senior Consultant.

Further, if individuals who retired from the position of Chairman or President need a title at Nitto for their social activities, they may use the name "special advisor" (part-time, without compensation).

2. Matters Concerning Business Execution, Auditing and Supervision, Nomination, Determination of Remuneration and Other Functions (Overview of Current Corporate Governance System)

In accordance with the provisions of Article 362 of the Companies Act and Article 100 of the Ordinance for Enforcement of the Companies Act, Nitto has established basic policies on internal controls and executes its operations based on the following corporate governance system.

[Board of Directors]

The Board of Directors is chaired by the President and makes decisions on basic management policies. The Board also oversees business execution by Representative Director(s), Vice Presidents, and others and the operation status of internal controls. To ensure the soundness and transparency of management, Directors serve one-year terms and multiple Outside Directors are appointed.

[Management, Nomination and Remuneration Advisory Committee]

The Management, Nomination and Remuneration Advisory Committee was formed as an advisory body for the Representative Director(s). It consists of Outside Directors, Outside Corporate Auditors, and Representative Director(s) and is chaired by the President. The Committee offers advice on important management issues, the appointment of officers, and compensation for officers, from the perspectives of shareholders and other various stakeholders.

[Corporate Strategy Meeting]

The Corporate Strategy Meeting is chaired by the President and consists of Directors (excluding Outside Directors) and Vice Presidents. It makes decisions on important management matters. In addition, the Meeting receives reports on issues such as business risks, compliance, and operational risks from business execution divisions, special function departments, and regional headquarters to provide mutual oversight over the business execution of the Vice Presidents in charge.

[Representative Director(s) and Vice Presidents]

The Representative Director(s) and Vice Presidents execute business operations in accordance with the basic policies determined by the Board of Directors. With respect to important matters of each business execution department, decisions are made at a meeting organized by the relevant department and chaired by the head of the said department.

[Audit & Supervisory Board Members]

Nitto has adopted the Audit & Supervisory Board Member system. Audit & Supervisory Board Members attend Board of Directors meetings to monitor business execution by Directors. Their tasks also include attending other important meetings, inquiring about the activities of Directors and employees; viewing approval papers and other important documents; inspecting the head office, technology/business divisions, plants, and Group companies in Japan and overseas; and receiving audit reports from and exchanging opinions with accounting auditors.

[Internal audit department]

The internal audit department audits whether management activities are conducted accurately, legitimately, and reasonably by all companies within the Nitto Group, in order to contribute to improving business operations and performance from a position independent from business execution. In addition, the department conducts audits on quality, environment, and safety (QES) to provide assurance to employees, customers, and society. The department also receives external evaluations on a periodic basis.

<Summary of Liability Limitation Agreement>

The Company has executed agreements with all of the Outside Directors and Outside Corporate Auditors in accordance with the Articles of Incorporation to limit the compensation liability provided in Paragraph 1, Article 423 of the Companies Act, and the compensation limitation amount under these agreements is the minimum amount determined under laws and regulations.

3. Reason for adopting present system of corporate governance

The Company recognizes the corporate governance system described above enables business execution and management supervision to function effectively and efficiently.

III. Implementation of Measures for Shareholders and Other Stakeholders

1. Measures to Invigorate the General Meeting of Shareholders and Facilitate the Exercise

	Supplementary Explanation
Early notification of General Shareholders Meeting	Nitto endeavors to send a convocation notice as early as possible to ensure that shareholders understand the status of its business and fully examine agenda items, and sends a convocation notice about three weeks prior to a general meeting of shareholders. Further, Nitto posts on its website the Japanese version of the notice before sending it, and the English version (reference translation) on the date of sending it, respectively.
Scheduling General Shareholders Meeting to Avoid the Peak Day	Aiming for a more open general meeting of shareholders, Nitto holds the meeting on a day other than the peak day.
Option to exercise voting rights electronically	Nitto provides its shareholders with an environment that allows them to exercise their voting rights, by adopting an electronic voting system.
Participation in an electronic voting platform and other measures for enhancing the environment for the exercise of voting rights by institutional investors	Nitto uses the platform service of ICJ, Inc., which enables institutional investors in Japan and overseas to timely access information related to the convocation notice and exercise their voting rights.
Provision of notice of annual shareholders meeting (summary) in English	The convocation notice, the attachments to the convocation notice, and the reference documents for the general meeting of shareholders are translated into English and made available on Nitto's website, etc. as reference translation.
Other	For the convenience of shareholders, a Japanese version and an English version (reference translation) of the convocation notice are posted on its website, as well as the Tokyo Stock Exchange's website, and ICJ, Inc.'s platform.

2. IR Activities

	Supplementary Explanation	Explanation by Representative
Preparation and Publication of Disclosure Policy	Nitto's Disclosure Policy is publicly announced in Japanese and English on its website. Nitto has established its "Disclosure Policy" comprising "Basic Disclosure Policy," "Standard and Method of Disclosure," and "Silent Period," and continues to provide information to its stakeholders from the perspectives of timeliness, transparency, and fairness.	
Regular Investor Briefings for Individual Investors	Nitto regularly holds investor briefings at securities companies' halls or other places.	None
Regular Investor Briefings for Analysts and Institutional Investors	The CFO organizes telephone conferences on a quarterly basis (on the date of announcement of financial results). Nitto hosts an annual investors' meeting, and in addition, participates in forums hosted by securities companies, where its top management gives explanations.	Yes
Regular Investor Briefings for Overseas Investors	Nitto's top management visits major institutional investors (in North America, Europe and Asia) to provide explanations.	Yes
Posting of IR Materials on Website	https://www.nitto.com/jp/ja/ir/ (Japanese) https://www.nitto.com/jp/en/ir/ (English)	
Establishment of Department and/or Manager in Charge of IR	IR Department, Corporate Accounting & Finance Div.	

3. Measures to Ensure Respect for the Standpoint of Stakeholders

	Supplementary Explanation
Provisions to Ensure Due Respect for Stakeholders in Internal Provisions, etc.	<p>In the body text of the guidelines for concrete behavior based on the “Corporate Philosophy” (“Nitto Group Business Conduct Guidelines”) Nitto sets forth the details of its Code of Conduct that respects the positions of stakeholders, including employees, customers, administrative agencies, business partners, the global environment, local communities, and shareholders. (disclosed on Nitto’s website https://www.nitto.com/jp/en/sustainability/governance/guideline/)</p>
Implementation of Environmental Activities, CSR Activities, etc.	<p>The Nitto Group has stipulated basic policies for each specialized field to ensure fair and transparent management.</p> <p>With regard to environmental preservation activities, under the Environmental Policy, we at Nitto are making efforts aiming to contribute to the development of a sustainable society by minimizing the environmental impact of business activities and providing products and services that contribute to environment preservation.</p> <p>With regard to various activities such as material procurement, human rights, occupational health and safety, quality, social contribution, and human resource management, we are conducting business activities based on the Corporate Philosophy, guidelines, and basic policies. The details of these activities are available in the “Sustainability” section of Nitto’s website (https://www.nitto.com/jp/en/sustainability/).</p>
Formulation of Policies for Information Provision to Stakeholders	<p>The Nitto Group has formulated a “Disclosure Policy” that is intrinsically connected to our Corporate Philosophy and Code of Conduct. Our Corporate Philosophy is to “pursue sound business activities and continually earn shareholders’ trust through appropriate information disclosure and communications.” We aim to achieve this through following a Code of Conduct that “we will conduct ourselves guided by laws and ethics.” We will continuously disclose important information relating to our group activities to every stakeholder, including shareholders and investors. The information that we provide will be of a timely and transparent nature and will be made available in a fair manner.</p>

IV. Matters Related to the Internal Control System

1. Basic Views on the Internal Control System and Progress of System Development

The Nitto Group has stipulated its Mission, “Contribute to customers’ value creation with innovative ideas,” to clarify the role the Group should fulfill. The Group has also established the Nitto Way to show the values, mind-set, and code of conduct that every Nitto officer and employee should follow. These form the Group’s Corporate Philosophy. One of the principles of the Nitto Way is, “We place safety before everything else,” which refers not only to physical safety but also to the safety of management. The Group recognizes that creating a system needed to ensure the appropriateness of business operations (internal control system) and confirming their operation status are part of important management process.

Based on this view, the Nitto Group has established the Basic Policy on Internal Control as below.

1. Compliance promotion system

(Article 362, paragraph (4), item (vi) of the Companies Act; Article 100, paragraph (1), item (iv) and item (v) of the Ordinance for Enforcement of the Companies Act)

(1) Development of the Code of Conduct

The Nitto Group has established the “Nitto Group Business Conduct Guidelines” as the basis of the Group’s compliance practices that will guide the Group’s officers and employees to act ethically in compliance with laws and ordinances in their business activities.

(2) Appointment of officers and departments in charge

An officer in charge of compliance (Director or Vice President) shall be appointed and a department in charge of compliance shall be established to promote compliance in the Group.

(3) Development of a whistleblowing system

The department in charge of compliance shall function as a contact point for the Nitto Group’s whistleblowing system. In addition, an external professional organization shall function as an outside contact point to directly receive information from whistleblowers. The department in charge of compliance shall respond to reported incidents and develop a system to prevent their recurrence.

2. Risk management promotion system

(Article 100, paragraph (1), item (ii) and item (v) of the Ordinance for Enforcement of the Companies Act)

(1) Development of a business risk management system

Business execution departments shall manage risks associated with their business mix and overseas business operations, risks arising from external factors, such as foreign exchange fluctuations and country risks, and risks associated with technological competitiveness, such as capabilities to develop new technologies and intellectual property rights (hereinafter, “Business Risks”).

(2) Development of an operational risk management system

Special function departments shall manage risks associated with safety, the environment, disasters, and product quality/defects and risks associated with measures for information security and antisocial forces, and antimonopoly and export control laws (hereinafter, "Operational Risks").

(3) Development of a risk monitoring system in each region

To build a global risk monitoring system, an officer in charge of regional management shall be appointed for each major geographic region to develop a regional oversight function.

(4) Development of a system of risk monitoring by officers

With respect to Business Risks, each business execution department shall provide reports to the Board of Directors and Corporate Strategy Meeting of Nitto Denko Corporation (hereinafter, "Nitto") as needed. In respect of Operational Risks, an officer in charge of risk management shall be appointed and a department in charge of risk management shall be established to create a system for Nitto's Board of Directors and Corporate Strategy Meeting to receive reports on Operational Risks.

(5) Development of a crisis management system

A system shall be developed to ensure that a report is promptly given to Nitto's President and its officer in charge of risk management upon the occurrence of an emergency, accident, or disaster (hereinafter, collectively referred to as the "Emergency"). Upon the occurrence of an Emergency, a crisis management task force shall be created under the command of Nitto's President to minimize the damage and to continue and promptly recover business operations.

3. Operational efficiency improvement promotion system

(Article 100, paragraph (1), items (iii), and (v) of the Ordinance for Enforcement of the Companies Act)

(1) Promotion of efficiency improvement of the Board of Directors

As a basis for the system to ensure the efficient execution of duties by Nitto's Directors, the Board of Directors shall meet regularly, in principle, once a month, and have extraordinary meetings when needed.

(2) System to promote efficiency through the delegation of authorities

Important matters concerning the Group's concrete management policies and strategies shall be subject to a resolution of Nitto's Board of Directors depending on the degree of their importance. They also shall be subject to a resolution at a meeting of the Corporate Strategy Meeting, which consists of Nitto's Directors (excluding Outside Directors) and Vice Presidents and, in principle, convenes once a month; a resolution of a meeting organized by the relevant business execution department; or an approval through a *ringi* collective decision-making process.

(3) Development of the Nitto Group's reporting system

The appropriateness of business operations of the entire Group shall be ensured by establishing a system whereby Nitto is involved in the Group companies' decision making on their management issues and other important matters. These include requiring a resolution of, prior consultations with, or reporting to Nitto.

(4) Appointment of officers in charge

The Group's decision-making regulations and standards and other instruments (hereinafter, the "Decision-Making Rules") shall be developed to clarify matters such as a decision-making entity, a responsible person, the scope of his

or her responsibilities, business execution procedures, and the recipients of reports, concerning the business execution of the Group. An officer in charge of management strategies shall be responsible for developing the Decision-Making Rules and shall periodically review their contents.

(5) Development of a system for management and safekeeping of business documents

All documents associated with the execution of duties by Nitto's Directors, including, but not limited to the minutes of Nitto's general meetings of shareholders, Board of Directors meetings, and Corporate Strategy Meetings, and *ringi* collective decision-making documents, shall be safekept and managed in a manner that is appropriate and reliable for the chosen storage medium, such as printed paper or electromagnetic media, in accordance with the regulations on control and safekeeping of documents, and shall be kept in a condition that allows inspection as necessary.

4. Internal audit system (Article 362, paragraph (4), item (vi) of the Companies Act)

An internal audit department shall be created to conduct internal audits within the Nitto Group. The results of internal audits shall be reported to the Board of Directors.

5. Policy on support for audits by Audit & Supervisory Board Members

(Article 100, paragraph (3) of the Ordinance for Enforcement of the Companies Act)

(1) Support for audits by Audit & Supervisory Board Members in general

Nitto's Directors shall recognize and comprehend the importance and usefulness of audits by Audit & Supervisory Board Members, ensure that such recognition and comprehension are shared throughout the Nitto Group, and strive to enhance the Group's internal audit system.

(2) Appointment of staff for Audit & Supervisory Board Members

Staff for Audit & Supervisory Board Members shall be appointed as employees who should assist the duties of the Audit & Supervisory Board Members of Nitto.

Staff of Audit & Supervisory Board Members shall be affiliated with an independent department and perform their duties under the direct command of Audit & Supervisory Board Members.

The appointment and transfer of staff for Audit & Supervisory Board Members shall be determined with the approval of full-time Audit & Supervisory Board Members.

Full-time Audit & Supervisory Board Members shall determine the evaluation of staff for Audit & Supervisory Board Members.

Staff for Audit & Supervisory Board Members shall not hold a concurrent position that concerns business execution.

(3) Development of a system of reporting to Audit & Supervisory Board Members

Nitto's Directors and employees shall report to the Audit & Supervisory Board Members of Nitto significant matters that may affect the operations and/or performance of the Nitto Group in accordance with the audit plan determined by the Audit & Supervisory Board and/or its Members.

Notwithstanding the above, Audit & Supervisory Board Members of Nitto may, whenever necessary, demand reports from Nitto's Directors and employees, their attendance at important meetings, and access to the minutes of such meetings or *ringi* collective decision-making documents and other reports.

A system shall be established to ensure that Nitto's Audit & Supervisory Board Members are reported to promptly and adequately concerning whistleblowing and the Emergency.

A system shall be established to prevent any disadvantageous treatment of a person on the ground of him or her making a report to Nitto's Audit & Supervisory Board Members.

(4) Policy on expenses for audits by Audit & Supervisory Board Members

When Nitto's Audit & Supervisory Board Members of Nitto demand from Nitto any advance payment or reimbursement of expenses that are incurred in the execution of their duties, such expenses or liabilities shall be processed promptly after deliberations by the division in charge, unless it is proven that the expenses or liabilities thus claimed were unnecessary for the execution of duties by the Audit & Supervisory Board Members in question.

(5) Other policies

A system shall be established to allow Nitto's Audit & Supervisory Board Members to conduct audits efficiently in collaboration with accounting auditors, the department in charge of internal audits, and others concerned, and through exchanges of opinions and information with corporate auditors of Group companies.

In addition to the audit described above, a system shall be established to allow Nitto's Audit & Supervisory Board Members to demand a report from corporate auditors, directors, and senior executives of the Nitto Group companies whenever necessary.

2. Basic Views on Eliminating Anti-Social Forces and Establishment of Systems Toward this End

<Basic Views on Eliminating Anti-Social Forces and Establishment of Systems Toward this End>

In the "Nitto Group Business Conduct Guidelines," the Nitto Group stipulates that its basic policy is to "comply with all laws and regulations." The Guidelines also specify in the Conducting Business (Interactions with the Global Environment and Communities) section that any conduct that disturbs the order and threatens the safety of society and human rights, and/or any support for organizations engaged in such conduct, that are equivalent to anti-social forces, is unacceptable.

Further, the Group has established the "Nitto Group Regulations to Prevent Anti-Social Transactions" to clarify the Group's prohibition of anti-social transactions, responsibilities of its officers and employees, and its systems, public relation activities, and awareness-raising activities for the prevention of anti-social transactions.

V. Other Matters

1. Matters Regarding Takeover Defense Measures

Adoption of Anti-Takeover Measures	None
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The basic views of the Company on acquisition of substantial shares of the Company are as follows:

In case acquisition aimed at substantial shareholdings is to be made, the Company is of the opinion that the decision on whether or not to accept the acquisition should ultimately be left to the judgment of its shareholders. On the other hand, however, the Company cannot deny the existence of corporate takeovers with unjust objectives such as sell-offs at high prices, and realizes that it is obviously the responsibility of the management of the Company to secure the basic principles and the brand of the Company and protect the interests of our shareholders and other stakeholders from such unjust parties.

At present, neither is the Company placed under any specific threat for acquisition of substantial shareholdings nor does the Company intend to define explicit defense measures against the advent of such a buyer (so-called takeover defense measures). Yet the Company, having assumed the management responsibility entrusted from its shareholders, is committed at all times to keep close watch over its stock transactions and shareholder movements, and will immediately take measures deemed most appropriate should there be any sign of a party with the intention to acquire substantial shares of Nitto Denko stocks.

2. Other Matters Concerning the Corporate Governance System

<Summary of Timely Disclosure System>

The status of the internal system concerning the timely disclosure of Nitto's corporate information is as follows:

1. Basic Policy on Timely Disclosure

Our basic stance on information disclosure is to pursue sound business activities, earn shareholders' trust through appropriate information disclosure and communications, and conduct ourselves with good sense, guided by laws and ethics. We will continuously disclose important information relating to our group activities to every stakeholder, including shareholders and investors. The information that we provide will be of a timely and transparent nature and will be made available in a fair manner.

2. Internal System for Timely Disclosure

Nitto has formed the Timely Disclosure Committee to improve its timely and appropriate information disclosure system based on the aforementioned basic policy.

The Timely Disclosure Committee, chaired by the CFO and comprising several relevant departments' managers, determines the establishment of systems and various rules of each process for information collection, analysis, judgement, and disclosure procedures. In addition, it examines matters concerning the dissemination and awareness raising of timely disclosure and whether or not these processes are properly handled.

Further, the Nitto Group has established regulations for its internal system concerning information disclosure, including the regulations that specify decision-making bodies and their authorities in accordance with the standards of managerial importance, amount, etc.; to promptly grasp information in the case of emergency such as an accident or disaster, the regulations that specify reporting routes and report details according to the severity of matters that happened; the regulations that specify the management of undisclosed internal information; and to unify external

transmission of information, the regulations that stipulate departments in charge and how to handle transmitted information.

3. Timely Disclosure Procedures

The Nitto Group discloses information timely in accordance with the following procedures:

(1) Information collection

Based on the various regulations stated above, the Group has set judgement criteria exceeding the disclosure standards requested under the timely disclosure rules for information on decisions, occurrences, and financial results of the Group. The Group has formed a system of timely and comprehensively collecting information by informing the entire Group so that information falling under the criteria should be reported to the Timely Disclosure Committee. Further, with regard to urgent matters such as accidents, it has established a system of promptly collecting such information by setting reporting routes to report the same directly to the department in charge of general affairs or the President of the Company.

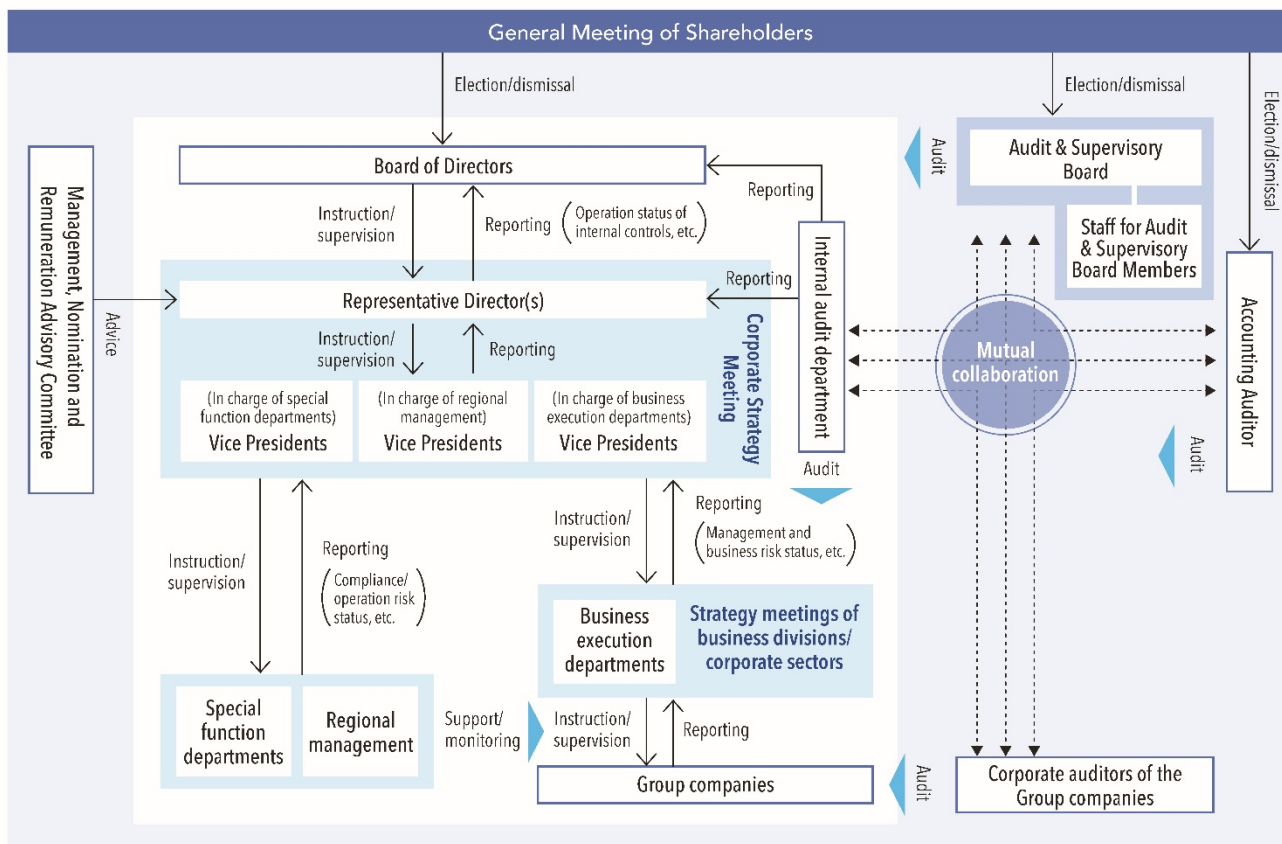
(2) Analysis, judgement, and disclosure of information

The Timely Disclosure Committee analyses collected information and judges the necessity of disclosure in accordance with the timely disclosure rules. Based on this judgement, an information-handling officer instructs the department in charge of IR to make disclosure in an appropriate manner such as via TDnet.

4. Securing Appropriateness for the Timely Disclosure System

We raise awareness about the prevention of insider dealings and the management of corporate information by conducting compliance education for the Group. Further, the Timely Disclosure Committee checks whether or not information collection, judgement, or disclosure procedures are properly conducted through the entire information disclosure process to review the internal system concerning timely disclosure as necessary.

■ Diagram of Nitto's Corporate Governance System



Corporate Governance Guidelines

Approved by the Board of Directors

October 30, 2015

Latest revision approved
by the Board of Directors

April 26, 2021

Chapter 1: General Provisions

Article 1: Purpose

Nitto Denko Corporation (“Nitto”) has set forth policies that Nitto should continuously address and its guidelines on external disclosure (hereinafter, “these Guidelines”), with regard to its corporate governance system, from the perspectives of sustainable growth and medium- to long-term enhancement of corporate value.

Article 2: Corporate Philosophy

Nitto has established its fundamental values and sense of purpose with respect to performance of business in the form of its Corporate Philosophy, and publicly discloses the same.

Article 3: Code of Conduct

Nitto has established the “Nitto Group Business Conduct Guidelines” (hereinafter, the “Code of Conduct”) as the basis of the Nitto Group’s compliance practices. The Code of Conduct will guide the Nitto Group’s officers and employees to act ethically in their business activities in compliance with laws and ordinances.

Article 4: Basic Views on Corporate Governance

1. Nitto has set forth its basic views on corporate governance as per Appendix 1, and publicly discloses the same. Depending on to whom and via what media such information is disclosed, Nitto may add to or delete content in the Appendices hereto to the extent that the intent of disclosure is not altered (the same policy applies to disclosures of information concerning corporate governance mentioned hereafter).
2. As a means to ensuring effective corporate governance, Nitto has adopted the Corporate Auditor System, a brief summary of which is disclosed as per Appendix 2.

Article 5: Management Concept

Fully aware of its mission as a manufacturer, Nitto prioritizes the areas to which it allocates its management resources in the following order and use such prioritization as criteria for management, so that it may continue to enhance its corporate value amid fast-changing business conditions.

1. Capital expenditures
2. Dividend payments
3. M&As
4. Share buybacks

Article 6: Mid-Term Management Plans

With a conscious awareness of the capital cost borne by the Company, Nitto draws up concrete Mid-Term Management Plans to sustain its growth, and it publicly discloses brief summaries of the same.

Chapter 2: Respect of Human Rights

Article 7: Basic Policy on Human Rights

Nitto recognizes that, in order to sustain its growth, respect for human rights assumes top priority, and has established the Nitto Group Basic Policy on Human Rights accordingly.

Article 8: Importance of Diversity

Out of its belief that diversity plays a key role in practicing its Corporate Philosophy, Nitto seeks to diversify the attributes of its executive officers and employees and promotes the creation of an organization in which their special qualities and individuality are brought into full play.

Chapter 3: Appropriate Disclosure

Article 9: Disclosure Efforts

Nitto not only discloses its financial and non-financial information appropriately as required by law, but also voluntarily provides information whose disclosure is not necessarily required by law (including information in English).

Article 10: Disclosure Policy

Nitto has established its Disclosure Policy with a view toward continuing to provide important information related to the Nitto Group from the perspectives of timeliness, transparency, and fairness.

Article 11: General Rules on Disclosure Places

Nitto, in principle, discloses corporate governance information on its website, in addition to other methods designated by law, in order to ensure that such information can be checked at all times.

Chapter 4: Ensuring the Rights and Equal Treatment of Shareholders

Article 12: Ensuring the Equal Treatment of Shareholders

Nitto discloses its information in a timely and appropriate manner so that every shareholder is treated equally in accordance with his or her equity stake and has equal access to such information.

Article 13: Procedures for Convening Notices, Etc.

1. Nitto makes early disclosures of notices of convocation of ordinary general meetings of shareholders on its website, thereby providing shareholders with sufficient time to consider the agenda of such meetings and exercise their voting rights appropriately. Further, Nitto sends such notices, in principle, approximately three (3) weeks prior to the respective meeting dates.
2. Nitto strives to develop an environment that allows all shareholders, including those not attending the general meetings of shareholders, to exercise their voting rights appropriately (including, but not limited to, translating convening notices into English, allowing use of an electronic voting platform, and holding general meetings of shareholders on dates that are different from those of other companies).
3. Nitto sets a policy for the procedure of substantial shareholders' participation in the general meetings of shareholders.

Article 14: Matters Concerning Cross-Shareholdings

Nitto has established a basic policy to reduce the holding of shares of other listed companies as cross-shareholdings and a basic policy on the exercise of voting rights concerning cross-shareholdings, and it publicly discloses such policies.

Article 14-2: Performance of Functions as Corporate Pension Asset Owner

1. Upon managing its corporate pension, Nitto has separately established frameworks for human resource management and operation of business in order, *inter alia*, to systematically employ and place appropriately qualified personnel, and Nitto publicly discloses such frameworks.
2. Nitto appropriately manages the conflicts of interests that may arise between the corporate pension beneficiaries and Nitto.

Chapter 5: Appropriate Cooperation with Stakeholders

Article 15: Relationships with Stakeholders

Nitto takes into account the great importance of establishing corporate governance in cooperating appropriately with stakeholders and respecting their interests.

Chapter 6: Roles, Etc. of the Board of Directors (Members)

Article 16: Roles of the Board of Directors

1. Recognizing its responsibilities to shareholders and all other stakeholders, the Board of Directors is responsible for Nitto's sustainable growth and mid- to long-term enhancement of corporate value by practicing the Corporate Philosophy through efficient and effective corporate governance.
2. In order to fulfill the responsibilities described in the preceding paragraph, the Board of Directors engages in more comprehensive and substantial discussions on subjects that include, but are not limited to, management strategies; mid- to long-term management plans; management issues; suitability of the current governing structure; social, environmental, and other issues concerning sustainability; nomination of management team member candidates; evaluation of the management and determination of their remuneration; and evaluation of critical risks and formulation of their countermeasures. At the same time, the Board strives to ensure fairness and transparency in management by fulfilling oversight functions over management as a whole.

Article 17: Roles of Outside Directors

1. Outside Directors are expected to play the following roles.
 - Provision of opinions on management policies and management improvement based on their ample knowledge and experience in management and other areas of expertise that have been built up throughout their professional and business

- careers, from the broad perspective of promoting sustainable corporate growth and increasing corporate value over the medium- to long-term
- Oversight of management through important decision-making by the Board of Directors
 - Oversight of conflicts of interest between the company and parties concerned, including, but not limited to, the management and major shareholders
 - Fulfillment of oversight functions from a standpoint that is independent of management to determine, for instance, whether or not it is possible to fulfill accountability for shareholders and other stakeholders
2. Outside Directors are expected to communicate/coordinate with the management and cooperate with Corporate Auditors or the Board of Corporate Auditors.
 3. In order to ensure the independence of Outside Directors, Nitto has established "Criteria for election of Independent Outside Directors and Outside Corporate Auditors", and publicly discloses the same.

Article 18: Composition, Qualifications, and Nomination Procedure for the Board of Directors (Members)

1. In order to promote substantial discussions by the Board of Directors, Nitto believes that the appropriate number of Board of Directors members should be not more than ten (10), of whom two (2) or more should be Independent Directors. Further, attention should be paid to ensure that sufficient diversity is secured in the composition thereof.
2. If any of the Outside Directors hold concurrent positions as officers at other companies, etc., Nitto pays due attention to the statuses of such concurrent positions to determine whether the time and labor required to properly fulfill their roles and responsibilities as Directors at Nitto are set aside, and discloses the statuses of such concurrent positions every year.
3. In order to ensure the effectiveness of the Board of Directors, Nitto has established the Officer Appointment Standards for appointment of Directors.
4. The Board of Directors determines the details of agenda items concerning appointment of the Directors to be submitted to the general meeting of shareholders after receiving advice from the Management, Nomination and Remuneration Advisory Committee.

Article 18-2: Procedures for Dismissing Directors

1. In order to ensure the effectiveness of the Board of Directors, Nitto has established the Officer Dismissal Standards for dismissal of Directors.

2. When a Director believes that another Director meets the criteria of any of the Officer Dismissal Standards, he/she, in performance of the duties of a Director, proposes dismissal of the relevant Director at a meeting of the Board of Directors.

Article 19: Disclosure of Composition, Qualifications, and Nomination Procedure of the Board of Directors (Members)

1. Nitto has set the composition, qualifications, and nomination procedure for members of the Board of Directors, stipulated in Article 18 as per Appendix 3, and publicly discloses the same.
2. Nitto publicly discloses the fact that Director candidates satisfy the Officer Appointment Standards.

Article 20: Succession Plan

1. Pursuant to the succession plan for the president (Chief Executive Officer), the Board of Directors appropriately exercises supervision to ensure that an individual with the necessary knowledge, experience, and ability to be a candidate for the successor is fostered systematically, with sufficient time and resources devoted thereto.
2. The Board of Directors decides candidates who would succeed the incumbent president (Chief Executive Officer) in accordance with the succession plan described in the preceding paragraph when the president (Chief Executive Officer) is to step down from his or her office.

Article 21: Decision-Making Standards

1. In order to ensure that the Board of Directors plays its roles effectively as stipulated in these Guidelines, Nitto has established "Nitto Denko Group Regulation for Decision-making Rules", which determine matters to be delegated to organizations that perform business operations.
2. Nitto reviews "Nitto Denko Group Regulation for Decision-making Rules" as appropriate in order to ensure the effectiveness of the Board of Directors.
3. Nitto publicly discloses a brief summary of this Article as per Appendix 4.

Article 22: Individual Agenda Items for Board of Directors Meetings

1. Every year, the Board of Directors shall be briefed on the results of voting for items proposed by the company and approved at the general meetings of shareholders of the current fiscal year. The Board of Directors shall also analyze the voting results and, when they deem it necessary, consider engaging in dialogue with shareholders or

taking other measures.

2. When proposing to shareholders that authority be delegated to the Board of Directors for certain items to be resolved at the general meetings of shareholders, the Board of Directors shall consider whether it is adequately organized to fulfill its corporate governance roles and responsibilities.
3. In order to specifically examine and verify such matters as whether cross-shareholdings are performed in accordance with the basic policy to reduce the holding of shares of other listed companies as cross-shareholdings and the basic policy on exercising voting rights with respect to cross-shareholdings, which have been established in accordance with these Guidelines, whether the purposes of such shareholding are appropriate, and whether the benefits and risks arising from such shareholding are commensurate with the capital cost, the Board of Directors shall be briefed every year on the status of such cross-shareholdings. It shall make decisions to either continue to hold or sell shares based upon the basic policy to reduce the holding of such shares. Furthermore, the outcome of such verification shall be publicly disclosed.
4. When adopting or implementing so-called anti-takeover measures, the Board of Directors shall provide sufficient explanation to shareholders with a view to fulfilling its fiduciary responsibility to them.
5. When implementing a capital policy that could harm its shareholders' interests (including, but not limited to, measures such as increasing capital, engaging in management buyouts [MBOs], and making tender offers), the Board of Directors shall provide sufficient explanation of its rationale to the shareholders.
6. When Nitto engages in transactions with such parties as its management or major shareholders (i.e., related party transactions), the Board of Directors shall resolve such transactions or entrust such transactions to Outside Directors as appropriate. In order to ensure that such transactions do not harm the interests of the company or the common interests of its shareholders and to prevent any such concerns from being raised, the Board of Directors has established a brief summary of such procedures as per Appendix 5, and publicly discloses the same.
7. The Board of Directors shall be responsible for formulating and revising the Code of Conduct and shall resolve such procedures. In order to see if the Code of Conduct is disseminated and practiced broadly across the organization, including the front line of domestic and global operations, the Board of Directors shall be briefed on the results of the Code of Conduct dissemination survey.
8. The Board of Directors shall be responsible for establishing and improving a system

for whistleblowing, and shall be briefed on the results of whistleblowing in order to oversee its implementation.

9. Recognizing that Mid-Term Management Plans are commitments to shareholders, the Board of Directors shall do its best to achieve such plans. The Board of Directors shall also investigate the achievement levels of Mid-Term Management Plans, fully analyze the company's actions, and reflect such analytical findings in plans for the ensuing years.

Article 23: Roles of the Secretariat of the Board

1. The Secretariat of the Board of Directors shall, prior to each Board of Directors meeting, closely examine whether items to be presented at the meetings fall under the category of items to be resolved at such meetings or related party transactions pursuant to "Nitto Denko Group Regulation for Decision-making Rules".
2. The Secretariat of the Board of Directors shall ensure that materials for items and proposals on the agendas of Board of Directors meetings are distributed sufficiently far in advance of the meeting dates (except for emergent and confidential items) to all of the Directors, including Outside Directors, in order for substantial discussions to be made at all Board of Directors meetings.

Article 24: Responsibilities of Directors

1. As members of the Board of Directors, Directors participate in the company's decision-making process and oversee the performance of duties by other Directors.
2. In order to live up to shareholders' confidence in them, Directors demonstrate the competence expected of them and fulfill their duties as such by spending a sufficient amount of time devoted to Nitto by, for example, collecting sufficient information to prepare for Board of Directors meetings under a full awareness of their responsibilities to make bold decisions at such meetings that could potentially result in losses for the company, proactively expressing their opinions, and holding sufficient discussions.
3. When assuming their positions, Directors must fully understand their responsibilities by comprehending all applicable laws and regulations, Nitto's Articles of Incorporation, Board of Directors rules, and other internal rules of Nitto.

Article 25: Self-Training and Training of Directors

1. New Inside Directors shall undergo officer training programs upon assumption of their positions.
2. New Outside Directors shall undergo training on Nitto's business lines, financial

position, and other matters upon assumption of their positions.

3. In order to fulfill their roles, Directors shall constantly and proactively collect information on Nitto's financial conditions, compliance, corporate governance, and other matters.
4. In addition to matters concerning the three preceding paragraphs, Nitto has set forth a brief summary of training for Directors as per Appendix 6, and publicly discloses the same.

Article 26: Internal Investigations by Outside Directors

1. Outside Inside Directors may, when necessary, request Directors, Vice Presidents, and employees of Nitto to provide them with explanations or reports, or to submit internal materials.
2. Outside Directors may, when necessary, consult with external specialists at Nitto's expense.

Article 27: Self-Evaluations

Each year the Board of Directors analyzes and evaluates its effectiveness as a whole by inviting each Director to provide his or her opinions on the Board of Directors and other matters. A summary of such analysis/evaluation findings shall be externally disclosed and utilized for improvement of the operations of the Board of Directors and other purposes.

Article 28: Remuneration of Directors

1. The remuneration of Inside Directors must be linked to the medium- to long-term interests of shareholders and must be appropriate, fair, and balanced, so that Directors may be better motivated to maximize Nitto's corporate value.
2. Nitto has set its policy for remuneration of Directors as per Appendix 7, and publicly discloses the same.
3. The remuneration of Outside Directors shall reflect their responsibilities of being involved in Nitto's business operations, but shall not contain any elements of performance-based remuneration such as equity-related remuneration schemes.
4. The Board of Directors determines the details of agenda items concerning the remuneration of Directors to be submitted at general meetings of shareholders after receiving advice from the Management, Nomination and Remuneration Advisory Committee.

Chapter 7: Roles, Etc. of the Board of Corporate Auditors (Members)

Article 29: Roles of the Board of Corporate Auditors (Members)

The Board of Corporate Auditors (Members) shall bear in mind their fiduciary responsibilities to shareholders and make appropriate decisions from an independent and objective standpoint when executing their roles and responsibilities, including auditing of the performance of duties by Directors, and the exercise of their powers concerning appointment and dismissal of external accounting auditors, and their audit fees.

Article 30: Roles of Outside Corporate Auditors

1. In light of the fact that their appointment is required by law in order to further enhance the independence of the audit system, as well as the reasons for their appointment, etc., Outside Corporate Auditors shall offer candid opinions on the results of their audit under the recognition that they are, above all else, expected to objectively express audit opinions from an independent and neutral standpoint.
2. Nitto has established "Criteria for election of Independent Outside Directors and Outside Corporate Auditors", and publicly discloses the same in order to ensure the independence of Outside Corporate Auditors.

Article 31: Composition, Qualifications, and Nomination Procedure of the Board of Corporate Auditors (Members)

1. In order to promote substantial discussions by the Board of Corporate Auditors, Nitto believes that the appropriate number of Board of Corporate Auditors members should be not more than five (5), half or more of whom should be Independent Corporate Auditors. Furthermore, the Corporate Auditors shall be served by individuals having appropriate experience and ability as well as necessary knowledge in finance, accounting, and legal affairs, and special attention should be paid to ensure that at least one (1) Corporate Auditor is elected who has sufficient finance and accounting expertise.
2. If any of the Outside Corporate Auditors hold concurrent positions as officers at other companies, etc., Nitto pays due attention to the statuses of such concurrent positions to determine whether the time and labor required to properly fulfill their roles and responsibilities as Outside Corporate Auditors at Nitto are set aside, and discloses the statuses of such concurrent positions every year.
3. In order to ensure the effectiveness of the Board of Corporate Auditors, Nitto has established the Officer Appointment Standards for appointment of Corporate Auditors.

Article 32: Disclosure of Composition, Qualifications, and Nomination Procedure of the Board of Corporate Auditors (Members)

1. Nitto has set the composition, qualifications, and nomination procedure of the Board of Corporate Auditors (members) stipulated in the preceding article as per Appendix 3, and publicly discloses the same.
2. Nitto publicly discloses the fact that Corporate Auditor candidates satisfy the Officer Appointment Standards.

Article 33: Roles of the Secretariat of the Board of Corporate Auditors

The Secretariat of the Board of Corporate Auditors shall ensure that materials for items and proposals on the agendas of Board of Corporate Auditors meetings are distributed sufficiently far in advance of the meeting dates (except for emergent and confidential items) to all of the Corporate Auditors, including Outside Corporate Auditors, in order for substantial discussions to be made at all Board of Corporate Auditors meetings.

Article 34: Responsibilities of Corporate Auditors

1. Corporate Auditors appoint individuals to assist them in performing their duties and, as members of the Board of Corporate Auditors, audit the performance of duties by Directors and prepare audit reports.
2. In order to live up to shareholders' confidence in them, Corporate Auditors demonstrate the competence expected of them and fulfill their duties as such by spending a sufficient amount of time devoted to Nitto by, for example, collecting sufficient information to prepare for Board of Directors meetings under an awareness of their responsibilities to express their opinions appropriately at Board of Directors meetings or to the management.
3. When assuming their positions, Corporate Auditors must fully understand their responsibilities by comprehending all applicable laws and regulations, Nitto's Articles of Incorporation, the Board of Corporate Auditors rules, and other internal rules of Nitto.

Article 35: Self-Training and Training of Corporate Auditors

1. New Inside Corporate Auditors shall undergo officer training programs upon assumption of their positions.
2. New Outside Corporate Auditors shall undergo training on Nitto's business lines, financial position, and other matters upon assumption of their positions.
3. In order to fulfill their roles, Corporate Auditors shall constantly and proactively collect

information on Nitto's financial conditions, compliance, corporate governance, and other matters.

4. In addition to matters concerning the three preceding paragraphs, Nitto has set forth a brief summary of training for Corporate Auditors as per Appendix 6, and publicly discloses the same.

Article 36: Internal Investigations by Outside Corporate Auditors

1. Outside Corporate Auditors may, when necessary, request Directors, Vice Presidents, and employees of Nitto to provide them with explanations or reports, or to submit internal materials.
2. Outside Corporate Auditors may, when necessary, consult with external specialists at Nitto's expense.

Article 37: Remuneration of Corporate Auditors

1. The remuneration of Corporate Auditors shall be determined by deliberation among Corporate Auditors in accordance with the respective duties and responsibilities of individual Corporate Auditors within the limit of the total amount of remuneration resolved at the general meetings of shareholders, provided, however, that their remuneration shall not contain any elements of performance-based remuneration such as equity-related remuneration schemes in light of the fact that they assume such duties as auditing the performance of duties by Directors.
2. Nitto has set its policy for the remuneration of Corporate Auditors as per Appendix 8, and publicly discloses the same.

Chapter 8: Matters Concerning External Accounting Auditors

Article 38: Matters Concerning External Accounting Auditors

1. In order to ensure the proper execution of audits by External Accounting Auditors, the Board of Corporate Auditors (members) establishes standards for appointment of External Accounting Auditors and verifies their independence and expertise in accordance with such standards.
2. The Board of Corporate Auditors (members) exchanges information with Directors, relevant internal departments, and External Accounting Auditors on the reappointment and appointment of External Accounting Auditors and examines the same every fiscal year (for reappointment, such information includes the performance of duties by External Accounting Auditors and other considerations).

3. The Board of Directors and Board of Corporate Auditors give due consideration to the following in order to ensure the proper execution of audits by External Accounting Auditors.
 - Securing adequate time to ensure high-quality audits
 - Ensuring that External Accounting Auditors have access to the senior management, including the CEO and the CFO, by way of interviews, etc.
 - Ensuring adequate coordination between External Accounting Auditors on the one hand and Corporate Auditors (including attendance at the Board of Corporate Auditors meetings) and the internal audit department on the other.
 - Establishing a system for the company to respond when External Accounting Auditors discover any misconduct and seek an appropriate response or when they identify any inadequacies or problems.

Chapter 9: Matters Concerning the Management, Nomination and Remuneration Advisory Committee

Article 39: Establishment of the Management, Nomination and Remuneration Advisory Committee

1. Nitto has established the Management, Nomination and Remuneration Advisory Committee as an advisory committee for the Representative Director(s), and it convenes its meetings at least three (3) times a year.
2. The majority of the members of the Management, Nomination and Remuneration Advisory Committee shall be Independent Officers.

Article 40: Roles of the Management, Nomination and Remuneration Advisory Committee

The Management, Nomination and Remuneration Advisory Committee examines policies for the appointment and dismissal of Officers, the remuneration of Directors, and other matters and details of remuneration for individual Directors. It also offers advice and expresses opinions to the Representative Director(s).

Chapter 10: Dialogue with Shareholders

Article 41: Dialogue with Shareholders

Nitto has established its basic policies concerning measures and development/improvement of organizational structures aimed at promoting constructive dialogue with shareholders as per Appendix 9, and publicly discloses the same.

Chapter 11: Operational Policies

Article 42: Revision and Abolition of the Guidelines

These Guidelines may be revised or abolished by a resolution of the Board of Directors, provided, however, that minor changes, such as amendments to provisions as a result of organizational and other changes, shall be made with the approval of the executive officer in charge of legal affairs.

Article 43: Review of the Guidelines

1. These Guidelines shall be reviewed every year.
2. These Guidelines shall be reviewed according to the following steps.
 - Separately designate a department responsible for each provision.
 - Have the responsible departments consider the need for amendment of the provisions that they are responsible for each year, and draft amendments to relevant provisions when they deem it necessary.
 - Seek opinions from the Management, Nomination and Remuneration Advisory Committee as necessary on issues concerning the review of these Guidelines, etc.
 - Have the department in charge of legal affairs serve as Secretariat for the control of these Guidelines.

Functions of the Secretariat: To compile amendment drafts by responsible departments and present the same to the Board of Directors

To manage the budget for the review of these Guidelines

To consider the need for addition of new provisions to these Guidelines and coordinate responsible departments

[Appendix 1]

Our Basic Views on Corporate Governance (Principle 3.1, ii)

At the Nitto Group, we make clear our fundamental values and sense of purpose with respect to business performance in the form of our Corporate Philosophy.

In order to maximize our corporate value and achieve continuous growth under the Corporate Philosophy, we believe that prompt and transparent decision-making, as well as bold managerial decisions, are necessary. Being fully aware of the importance of establishing corporate governance to achieve such decision-making, we will further improve our corporate governance system by establishing these Corporate Governance Guidelines in accordance with the following basic principles.

1. We ensure the rights and equality of our shareholders.
2. We collaborate with our stakeholders appropriately.
3. We disclose information appropriately to ensure transparency.
4. We aim to realize the management functions expected of us by our stakeholders.
5. We engage in constructive dialogue with our shareholders.

As part of our further efforts to achieve fair and transparent management, basic policies have been formulated for each field of specialization.

- Basic Policy on Human Rights
- Basic Policies on Internal Controls
- Basic Policy on Internal Controls Over Financial Reporting
- Disclosure Policy
- Environmental Policy
- Chemical Substance Management Policy
- Quality Policy
- Occupational Safety and Health Policy
- Basic Information Security Policy
- Tax Compliance Policy

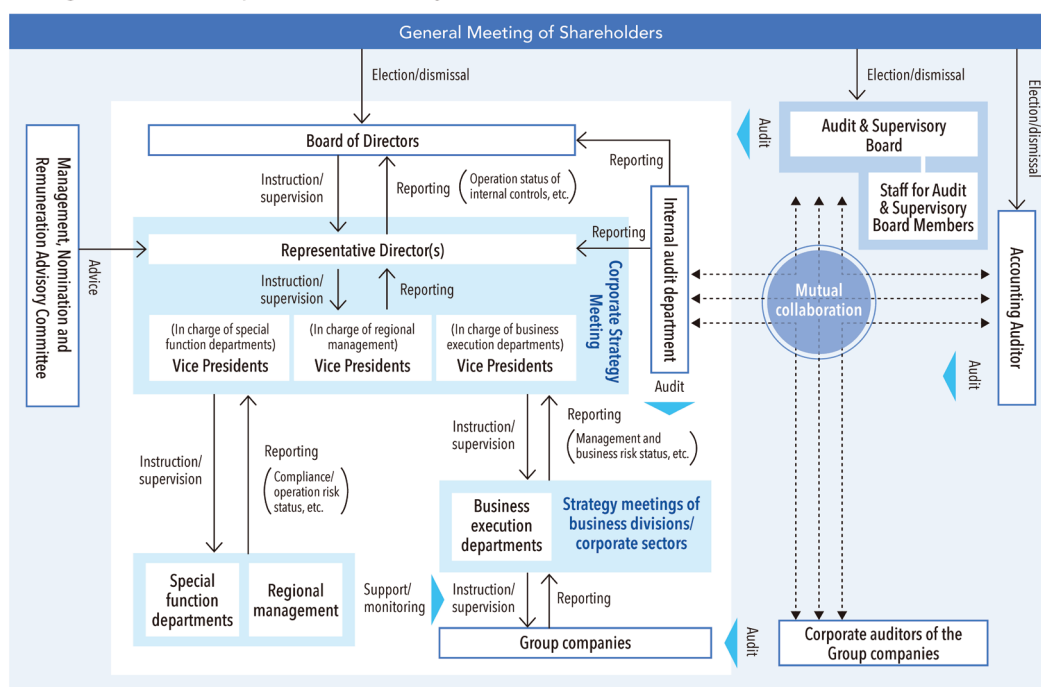
[Appendix 2]

Brief Summary of Our Corporate Governance System

In accordance with the provisions of Article 362 of the Companies Act and Article 100 of the Ordinance for Enforcement of the Companies Act, Nitto has established basic policies on internal controls and executes its operations based on the following corporate governance system.

<Diagram of the Corporate Governance System>

■ Diagram of Nitto's Corporate Governance System



<Board of Directors>

The Board of Directors is chaired by the President and makes decisions on basic management policies. The Board also oversees business execution by Representative Director(s), Vice Presidents, and others and the operation status of internal controls. To ensure the soundness and transparency of management, Directors serve one-year terms and multiple Outside Directors are appointed.

<Management, Nomination and Remuneration Advisory Committee>

The Management, Nomination and Remuneration Advisory Committee was formed as

an advisory body for the Representative Director(s). It consists of Outside Directors, Outside Corporate Auditors, and Representative Director(s) and is chaired by the President. The Committee offers advice on important management issues, the appointment of officers, and compensation for officers, from the perspectives of shareholders and other various stakeholders.

<Corporate Strategy Meeting>

The Corporate Strategy Meeting is chaired by the President and consists of Directors (excluding Outside Directors) and Vice Presidents. It makes decisions on important management matters. In addition, the Meeting receives reports on issues such as business risks, compliance, and operational risks from business execution divisions, special function departments, and regional headquarters to provide mutual oversight over the business execution of the Vice Presidents in charge.

<Representative Director(s) and Vice Presidents>

The Representative Director(s) and Vice Presidents execute business operations in accordance with the basic policies determined by the Board of Directors. With respect to important matters of each business execution department, decisions are made at a meeting organized by the relevant department and chaired by the head of the said department.

<Audit & Supervisory Board Members>

Nitto has adopted the Audit & Supervisory Board Member system. Audit & Supervisory Board Members attend Board of Directors meetings to monitor business execution by Directors. Their tasks also include attending other important meetings, inquiring about the activities of Directors and employees; viewing approval papers and other important documents; inspecting the head office, technology/business divisions, plants, and Group companies in Japan and overseas; and receiving audit reports from and exchanging opinions with accounting auditors.

<Internal audit department>

The internal audit department audits whether management activities are conducted accurately, legitimately, and reasonably by all companies within the Nitto Group, in order to contribute to improving business operations and performance from a position independent from business execution. In addition, the department conducts audits on quality, environment, and safety (QES) to provide assurance to employees, customers, and society. The department also receives external evaluations on a periodic basis.

[Appendix 3]

Policies and Procedures for Electing and Dismissing Directors and Corporate Auditors
(Principle 3.1, iv, Supplementary Principle 4.11.1)

[Appropriate structure of the Board of Directors and Board of Corporate Auditors]

Given the current scale of business, the need to facilitate substantial discussions at Board of Directors meetings and Board of Corporate Auditors meetings and to ensure an appropriate number of Outside Directors, etc., we believe that the appropriate size of the Board of Directors is not more than ten Directors (two or more of whom are independent directors). Likewise, the Articles of Incorporation set an upper limit of ten. We also believe that the appropriate size of the Board of Corporate Auditors is not more than five members (half or more of whom are independent auditors), who are individuals having appropriate experience and ability as well as necessary knowledge in finance, accounting, and legal affairs, with at least one (1) Corporate Auditor who has sufficient expertise in finance and accounting. Likewise, the Articles of Incorporation set an upper limit of five.

[Appointment and Dismissal of Directors and Corporate Auditors]

The Officer Appointment Standards and the Officer Dismissal Standards have been established as described below and are applied when appointing or dismissing a Director or Corporate Auditor. In addition, in order to further enhance fairness and transparency in appointment and dismissal of Directors, the Management, Nomination and Remuneration Advisory Committee meets and reports the results of its deliberations to the Board of Directors, and the Board of Directors makes the final decision by taking such report into account.

<Officer Appointment Standards>

In addition to the basic requirement of having profound insights and high levels of expertise acquired from past experience, successful candidates should comprehend and live up to our Corporate Philosophy, deliver results, and continue to take on new challenges.

(At Nitto, those meeting such requirements are called “Nitto Persons.”)

<Officer Dismissal Standards>

1. An act was committed that was contrary to public order and morality;
2. A violation of the laws and ordinances, the Articles of Incorporation, or any other regulations of the Group was committed, and Nitto suffered a substantial loss or

hindrance to Group business operations due to such violation;

3. A material inconvenience was caused to the execution of the duties of an Officer;
or

4. Any of the quality requirements set forth in the Officer Appointment Standards is no longer satisfied.

[Nomination of Outside Directors and Outside Corporate Auditors]

When nominating Outside Director and Outside Corporate Auditor candidates, individuals who are considered appropriate for such positions must meet the Independent Officer Appointment Standards and the Officer Appointment Standards. Furthermore, in order for Outside Directors and Corporate Auditors to set aside the time and labor necessary to properly fulfill their roles and responsibilities at Nitto, due attention is paid to the statuses of concurrent positions (officers, etc.) that they might hold at other companies to ensure that such statuses are appropriate.

<Criteria for Independent Outside Directors and Outside Corporate Auditors>

The Company, in an effort to ensure the objectivity and transparency of governance, has set forth the criteria for the independence of Outside Directors and Outside Corporate Auditors (hereinafter collectively referred to as “Outside Officer(s)”), as follows.

The Company considers an Outside Officer or a candidate for Outside Officer to have independence, if, after conducting an investigation to the utmost reasonable extent, it is determined that none of the following items are applicable to the Outside Officer or candidate for Outside Officer.

1. A person who is or has been in the past ten years an executing person (Director, Corporate Auditor, Vice President, or any other employee) of the Company or the Group (hereinafter collectively referred to as the “Group”);
2. A person who is an important executing person (Director, Corporate Auditor, Accounting Advisor, Executive Officer, Executive Director, or any other important employee) of a major shareholder of the Company (a shareholder holding 10% or more of the voting rights of the Company);
3. A person who is an important executing person of a company of which the Company is a major shareholder;
4. A person who is an important executing person of a major counterparty of the Company (a counterparty for which the amount of payment or receipt for transactions with the

Company for the latest fiscal year exceeds 2% of consolidated gross sales);

5. A person who is an important executing person of a major lender of the Company (a lender to which the Group's aggregate amount of loans payable at the latest fiscal year-end exceeds 2% of consolidated total assets);
6. A person who is a legal professional, accounting and tax professional, consultant, or research and education specialist who receives a large amount of compensation or donation (for the latest fiscal year, 10 million yen or more in the case of an individual and more than 2% of consolidated gross sales in the case of a corporation or an organization) from the Company;
7. A person who has kinship status (being a relative within the third degree of kinship or a relative living together) with an executing person of the Group;
8. A person to whom any of the items 2. through 7. above has been applicable within the past ten years; and
9. In addition to the above, a person who has an interest that is reasonably considered to give rise to doubts about his or her independence as an Independent Outside Director or Independent Outside Corporate Auditor, or to give rise to a conflict of interest with shareholders of the Company.

[Appendix 4]

Brief Summary of the Scope and Nature of Matters Delegated to the Board of Directors
(Supplementary Principle 4.1.1)

At Nitto, decisions are made at different levels: the Board of Directors serves as an organization for making management decisions and conducting oversight; the Corporate Strategy Committee undertakes business affairs based on decisions made by the Board of Directors; each business division (including corporate departments) has its own meeting structure(s); and heads of each department make decisions (see Nitto's website for information on the Corporate Governance System).

The scope and content of decisions to be made at each level are regulated through the Group's decision-making regulations and standards that are specifically segmented based on the nature of such decisions, amounts to be approved, and other factors. Management decision-making at the Board of Directors meetings and execution of operations are thus separated from each other, and the effectiveness of discussions at the Board of Directors meetings is ensured.

[Appendix 5]

Related Party Transactions (Principle 1.7)

At Nitto, related party transactions conducted by our Directors or major shareholders and other parties are resolved at Board of Directors meetings or entrusted to Outside Directors as appropriate in order to verify the rationality (business necessity) of such transactions and the validity of their terms and conditions.

Whether or not any items to be presented at Board of Directors meetings and other important meetings fall under the definition of related party transactions is examined by the Secretariat beforehand in conjunction with the legal department.

The soundness and appropriateness of such transactions are ensured through ex-post-facto checking of their nature, etc. by the internal audit department and through audits by the Board of Corporate Auditors (members).

[Appendix 6]

Training for Directors and Corporate Auditors (Supplementary Principle 4.14.2)

When nominating Directors and Corporate Auditors, Nitto makes it a policy to nominate candidates appropriate for such positions who, in light of the Officer Appointment Standards, can fulfill the duties and responsibilities of Directors and Corporate Auditors.

Additionally, Nitto periodically provides training on practicing the Corporate Philosophy, compliance, and corporate responsibilities that should be assumed by the Officers, which are attended not only by employees, but also by all of the officers, who thereby set an example for others to follow. Nitto's internal officers are obliged to constantly gather information and train themselves proactively in order to fulfill their roles.

Newly appointed outside officers undertake training on Nitto's business lines, financial position, and other topics immediately after taking office.

[Appendix 7]

Policy related to remuneration of Directors (Principle 3.1, (iii))

1. Basic policy related to remuneration of Directors

- The content of remuneration shall be such that Nitto Persons* are allowed to be appointed as a Director.
- The remuneration structure shall be such that Directors are motivated to contribute to Nitto's sustainable growth and the enhancement of its corporate value over the mid- and long-term.
- The remuneration determination process shall be fair and transparent.

* In addition to the basic requirement of having profound insights and high levels of expertise acquired from past experience, Nitto Persons should comprehend and live up to our Corporate Philosophy, deliver results, and continue to take on new challenges.

2. Components of remuneration

Directors (excluding Outside Directors) shall be remunerated as follows.

Type	Category	Policy related to the content of remuneration, methods of calculating the amount/number, and the timing of payment
Fixed compensation	Compensation in cash	Monthly compensation as determined by position, responsibility, and length of service is paid in cash.
Short-term performance-linked compensation	Bonus for Directors in cash	Compensation in cash is paid after the relevant business term is over to raise awareness about the Group's performance improvement for each business term. The amount of compensation paid to each Director is determined by the progress of achievement of the Group's performance indicators on consolidated operating income and consolidated ROE* over the period of one business term and by the progress of achievement of targets set for each Director's areas of responsibilities.
Mid-term performance-linked compensation	Performance-linked share-based remuneration	This additional compensation is designed to incentivize Directors to improve business performance over the mid-term and share-based remuneration is granted once every three consecutive business terms. The number of shares to be granted to each Director is determined by consolidated operating income and consolidated ROE* when three years have passed since the commencement of their performance evaluation.

		Targets should be set high and no compensation is paid if the targets are not met. The number of shares to be granted ranges between 80% and 150% according to the progress of achievement of the targets.
Mid- and long-term performance-linked compensation	Restricted share remuneration	Share remuneration is granted for each business term to align the interests of Directors and shareholders and reflect mid- and long-term business performance in their compensation. The number of shares to be granted to each Director is determined by position, responsibility, and length of service. The amount of remuneration is linked to the market price by setting restrictions on transfer until retirement.

* Consolidated operating income is chosen as an indicator for their commitment to delivering results, whereas consolidated ROE serves as an indicator for business stability.

In light of their roles and independence, Outside Directors are remunerated by fixed compensation only.

3. Policy related to designing of the compensation level

In order to ensure that compensation for Nitto's officers, etc. is at a competitive level vis-à-vis industry standards, their compensation level is set by benchmarking a group of major companies of a similar scale in the same industry as Nitto.

4. Component ratio of remuneration

For the purpose of standard evaluation, the target component ratio of remuneration is: Compensation in cash : Bonus for Directors : Restricted share remuneration = 40% : 40% : 20%. Performance-linked share-based remuneration is provided as additional remuneration when mid-term targets have been achieved, but not provided based on standard evaluation.

5. Policy related to the decision process

The policy related to the standard amount, calculation method, component ratio among different types of compensations, timing or conditions of payment, etc. for the remuneration of each Director shall be decided by the Board of Directors after comprehensively taking into account such factors as Nitto's business lines, management environment, the levels of remuneration to officers at major companies of a similar scale in the same industry as Nitto and upon receiving a report on the results of deliberations by the Management, Nomination and Remuneration Advisory Committee.

Decisions on concrete details of compensation in cash for each term of office and allocation of bonuses for officers to each Director shall be entrusted to the President (who is also a

Board Member) pursuant to a resolution of the Board of Directors. Because the President is in a position to evaluate if targets for Directors other than Outside Directors have been met, it is deemed rational for him/her to make a decision on the allocation. Compensation in cash shall be determined according to the position, responsibility, and length of service, whereas bonuses for officers shall be determined by taking into account the progress of achievement of targets set for areas of responsibilities of each Director in accordance with the predetermined standard amount and calculation method above, in order to prevent arbitrary decisions from being made. For performance-linked share-based remuneration and restricted share remuneration, the Board of Directors shall determine the number of shares to be granted to each Director using a predetermined formula.

[Appendix 8]

Policy related to remuneration of Corporate Auditors

1. Basic policy related to remuneration of Corporate Auditors

- The content of remuneration shall be such that Nitto Persons are allowed to be appointed as a Corporate Auditor.
- The remuneration structure shall be such that it contributes to the fulfillment of their duties, including audits of the performance of duties by Directors.

2. Components of remuneration

Remuneration of Corporate Auditors does not include any share-based or other performance-linked portions, and instead is comprised solely of fixed compensation in cash.

3. Policy related to designing of the compensation level

In order to ensure that compensation for Nitto's officers, etc. is at a competitive level vis-à-vis industry standards, their compensation level is set by benchmarking a group of major companies of a similar scale in the same industry as Nitto.

4. Policy related to the decision process

Remuneration of individual Corporate Auditors is determined through consultation among themselves.

[Appendix 9]

Policies Related to Constructive Dialogue with Shareholders (Principle 5.1)

In order to achieve sustainable growth and increase our medium- and long-term corporate value, we provide clear explanations of our business to our shareholders and promote constructive dialogue with them in order to gain their understanding. To this end, we have established the following policies.

1. We at Nitto position IR activities as one of our key business issues, and senior management members personally promote dialogue with shareholders, with the CEO in charge and the CFO serving as a competent director.
2. In order to ensure the effectiveness of dialogue, a dedicated IR department has been established, and a cross-sectional structure for sharing and disclosure of IR information has been constructed through positive cooperation with the Legal, Corporate Planning, Corporate Accounting & Finance, General Affairs, Public Relations, Management of Group Companies, CSR, and other departments. In addition, an information-handling officer has been appointed to strive to ensure disclosure of information in a timely and appropriate manner.
3. As measures to promote opportunities for dialogue aside from individual meetings, information meetings are held every quarter, with the CEO or CFO providing explanations. Additionally, overseas IR roadshows in the United States, Europe, and Asia are conducted at least once a year.
4. Information on views and business issues uncovered through dialogue with shareholders are periodically relayed to senior management and relevant departments to communicate, share, and feed the same back to management.
5. In order to control insider information, the “Nitto Denko Group Regulations to Prevent Insider Dealings” have been established to ensure infallible information control. Meetings with shareholders and investors to be interviewed are limited during the “quiet periods” immediately prior to the announcement of financial results.

Date: March 31, 2021

Listed company name: Nitto Denko Corporation

Stock exchange listing: Tokyo, First Section

Code number: 6988

Company representative: Hideo Takasaki, President

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Findings on the Nitto Board Effectiveness Evaluation

Please find below the executive summary of the findings of the FY2020 Nitto Board effectiveness analysis/evaluation, which has been conducted based on Japan's Corporate Governance Code stipulated by Tokyo Stock Exchange, Inc.

1. Analysis/evaluation method

As was done last year, our Board of Directors analyzed and evaluated the effectiveness of the Board as follows, with advice from a third-party organization:

- (1) Prepared a survey on the Nitto Board effectiveness with input from a third-party organization
- (2) At the December Board of Directors meeting, the Secretariat of the Board explained the purpose of effectiveness evaluation and distributed a survey questionnaire to the Directors and Corporate Auditors.
- (3) Collected the questionnaire in mid-January
- (4) The Secretariat of the Board parsed the questionnaire results and optional comments by checking them against the analysis results provided by the third-party organization to prepare a report on the effectiveness evaluation survey, which was distributed to the Directors and Corporate Auditors.
- (5) At the February Board of Directors Meeting, the Directors and Corporate Auditors discussed the Board's effectiveness based on the report.
- (6) The Secretariat of the Board prepared a document summarizing the outcomes of the discussions, which was distributed to the Directors and Corporate Auditors.
- (7) At the March Board of Directors Meeting, the Board went over the discussion outcomes, reviewed the details of the Board effectiveness evaluation, and approved the timely disclosure document.

2. Categories of the survey questions

- Composition of the Board of Directors	3
- Operation of Board of Directors meetings	8
- Risk management	3
- Discussions at Board of Directors meetings	9
- Monitoring function of the Board of Directors	3
- Training for Directors and Corporate Auditors	2
- Dialogue with shareholders	2
- Efforts by individual Directors and Corporate Auditors	7
- Overview	3
Total of 40 questions	

3. Overview of the analysis/evaluation results

1) Conclusions drawn

It was concluded that the effectiveness of Nitto's Board of Directors is ensured.

2) Analysis and evaluation

All the Directors and Corporate Auditors responded to the Board effectiveness survey on a five-point scale. They chose "Appropriate" or "Largely appropriate" for many of the questions (82% of the total). In particular, as in the last year, the survey confirmed that, at the Board of Directors meetings, open discussions are conducted among its members including Outside Directors and Outside Corporate Auditors, and that the agenda items and deliberation times are deemed to be largely appropriate.

With regard to the composition of the Board of Directors, which was brought up as an issue last year, we ensured its diversity by appointing new directors. Also, to facilitate dialogue with shareholders, we provided opportunities to discuss opinions and comments from shareholders and institutional investors.

This year enhancement of discussions on ESG as well as on the development of an internal control system for the entire Group and the supervision of its operational status, which was recognized last year as well, have been recognized as areas that need to be addressed. Opinions were also offered on approaches to the management of each geographical region and the principles on the development of human resources.

4. Future action

With the analysis/evaluation findings above in mind, Nitto's Board of Directors will remain committed to further enhancing the effectiveness of the Board as a whole.