

Nichia Group Human Capital Management Policy

Under Nichia Group's corporate philosophy "Ever Researching for a Brighter World" which we have upheld since our founding, our mission is to create innovative "the best products in the world".

To achieve world-leading "monotsukuri", we have inherited our corporate spirit and cultures that have been cultivated since our founding, strive to provide a workplace where our employees feel secure, and promote human capital management unique to Nichia Group.

1. **Scope**

This policy applies to all executives and employees of Nichia Group worldwide.

2. **Framework for Human Capital Management**

We will establish an effective organizational framework to support human capital management.

In promoting these initiatives, we define relevant goals and metrics and conduct periodic reviews to assess progress.

3. **Initiatives**

3-1. Establishing a Human Resource Strategy and Promoting the Success of Challenging Personnel

We will establish a human resource strategy that is linked to our business strategy. Aiming to become No. 1 in the world for employee success, we create opportunities for our employees to fully demonstrate their abilities by securing and allocating the right people in the right positions.

Furthermore, we provide educational opportunities tailored to the diverse backgrounds and needs of our employees, develop continuous skill development systems, and support the improvement of management skills for our managerial staff. Through these efforts, we build an environment where each and every employee can proactively develop their career and achieve continuous growth.

3-2. Ensuring Psychological Safety and a Workplace Environment Where Employees Can Work with Peace of Mind

We promote the creation of a highly psychologically safe workplace where employees can freely express their opinions.

We emphasize trust and foster a culture that positively accepts challenges and failures. We enhance mental health care and strengthen harassment prevention measures to provide an environment where our employees feel secure.

By listening to our employees, we strive to improve employee engagement.

3-3. Respect for Diversity and Promotion of Collaboration

We respect the diverse values of each employee.

We foster an organizational culture in which our employees with different backgrounds and perspectives collaborate under strong teamwork to tackle problem-solving and drive innovation.

At the same time, we strive to maintain a workplace environment where such employees can work with peace of mind.

Human capital management initiatives are promoted by the Human Capital Management Committee. This policy will be periodically reviewed by the committee to determine whether revision is necessary and will be revised as appropriate.

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Hiroyoshi Ogawa

President and CEO

Nichia Corporation