

WHO WE ARE

WOWING THE WORLD

HOW WE LIVE

SAFETY IS NON-NEGOTIABLE.™

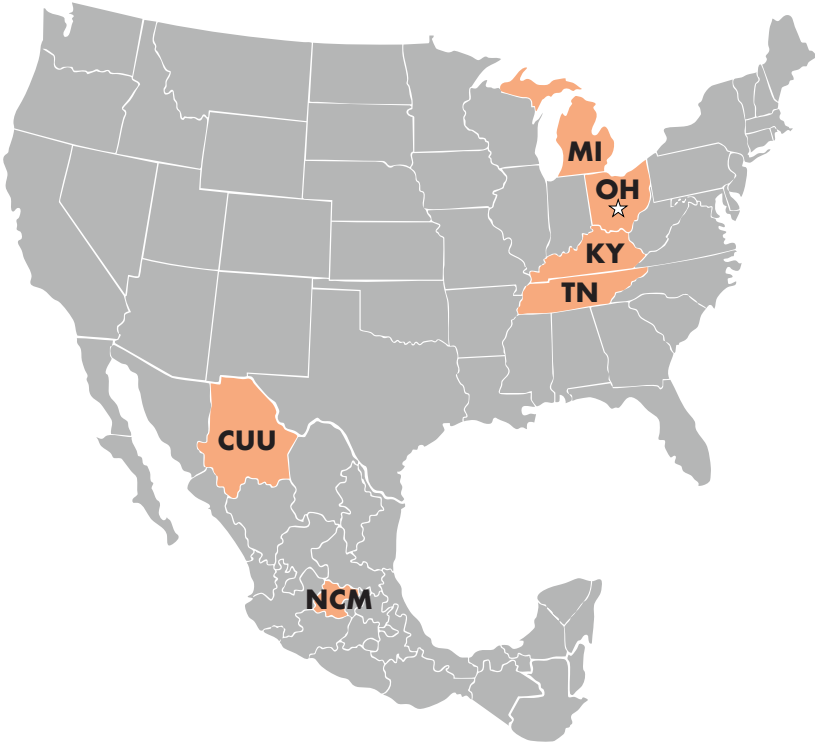
HOW WE LEAD

NIFCO NORTH AMERICA PRINCIPLES OF LEADERSHIP

THIRD EDITION 2026



WOWING THE WORLD



SAFETY IS NON-NEGOTIABLE.

TM

NIFCO NORTH AMERICA LEADERSHIP COMMITMENT

As a leader within this organization, I set the standard
by prioritizing
Safety, Quality, and Culture.

As a steward of **WH2**, it is my responsibility to model
these principles. My role requires that I build **strong
customer relationships** and respond proactively to
their needs; **lead change initiatives** to improve
efficiency and adaptability; **promote collaboration,**
transparency and accountability across the
organization; and **develop my team members**
through mentorship and constructive feedback.

By striving to lead in this manner, I position the
organization for **sustainable growth and
profitability.**

ASPIRE / BELIEVE / COMMIT / DELIVER

NIFCO NORTH AMERICA PRINCIPLES OF LEADERSHIP



WHO WE ARE

WOWING THE WORLD

WHO WE ARE

In 1948, at the age of 18, Toshiaki Ogasawara took a part-time job working for the Japan branch of Steel Brothers, a major British trading company. They were so impressed that they awarded him a scholarship to study trade at the University of London. Following his graduation, he returned to Japan and established Nichie Bussan Co., Ltd., a trading agent for Steel Brothers.



VELCRO

In 1959, while looking over Reader's Digest, he came across a product called "Velcro Fastener." Thinking this was unique, he contacted the company and eventually formed a joint venture to sell and make the product in Japan. Because the term Velcro was difficult to understand in Japanese, he named it "Magic Tape." The business was successful, but he was concerned because it consisted of just one product. So, in 1965, at the age of 33, he sold the company, taking part of the money and investing in Nichie Bussan. With the remaining funds, he, his wife, and two children relocated to the United States so he could study International Affairs at the graduate school of Princeton University. There, he met Silas Cathcart, a manager of ITW who was also studying at the university. This relationship eventually led Ogasawara to create a joint venture between his company and ITW to sell fasteners into the Japanese market. In 1967, Nippon Industrial Fastener Corporation was created, but because it was difficult for foreigners to pronounce, it was called "Nifco."



NIFCO-ITW

It all started with 10 employees; their initial customer was an appliance manufacturer, and their first-year sales were approximately \$20,000 USD. From there, Nifco expanded rapidly via joint ventures worldwide, branching into various industries, with a major share in automotive. In 1997, the joint venture between Nifco and ITW ended, resulting in Nifco becoming a completely independent publicly traded company.

WHO WE ARE

The company's success can be attributed to what Ogasawara called the "Nifco Spirit." This philosophy includes Facing Challenges, Solution Selling, Being Close to the Customer, Unending Creativity, Focusing on Profit, Open Communication, Global Mindset, and Guiding Management Principles.

Small beginnings lead to greater things

Face Challenges

Solution Selling

Unending Creativity

Quick Response

Close to Customer

Thrifty and Profitable



NIFCO SPIRIT

Today, Nifco operates in 15 countries and has over 10,000 team members, with sales exceeding \$2.5 billion USD. Our products can be found in the home, the office, on backpacks and shoes, and in 45% of the world's automobiles. In one way or another, we are impacting the lives of many people on the planet.



15 COUNTRIES

10,000+ TEAM MEMBERS

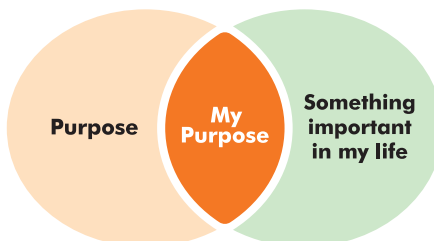
WHO WE ARE

Nifco understands the importance of aligning the organization's purpose with that of the individual team member. In 2024, the Purpose, Mission, and Values were rewritten to reflect the mindset required for the Nifco of the future.

Purpose: Sparking innovation by fastening small insights with technology for a better world.

Mission: Generate Excitement as a Creative Company

Values: Overcome Challenges, Continuous Break Through, Open Communication, Innovative Collaboration



HOW WE LIVE

SAFETY IS NON-NEGOTIABLE.TM

HOW WE LIVE

SAFETY IS NON-NEGOTIABLE.™

Our most important role as a leader is protecting our team members and seeing them return home safe and healthy every workday.

We must make sure that SAFETY IS NON-NEGOTIABLE and that the Mental and Physical Well-Being of our team members is our Number One Priority.

When **we** are safe...



We build trust with our team and the community because they know we care about them.

We attract customers, investors, partners and job seekers because we are committed to sustainability and corporate social responsibility, which includes protecting our workforce in all aspects of the supply chain.



We experience fewer absences, business disruptions, and penalties due to safety violations resulting in becoming more profitable.

We can then focus our energy on growing and improving the business



HOW WE LEAD

ASPIRE / BELIEVE / COMMIT / DELIVER

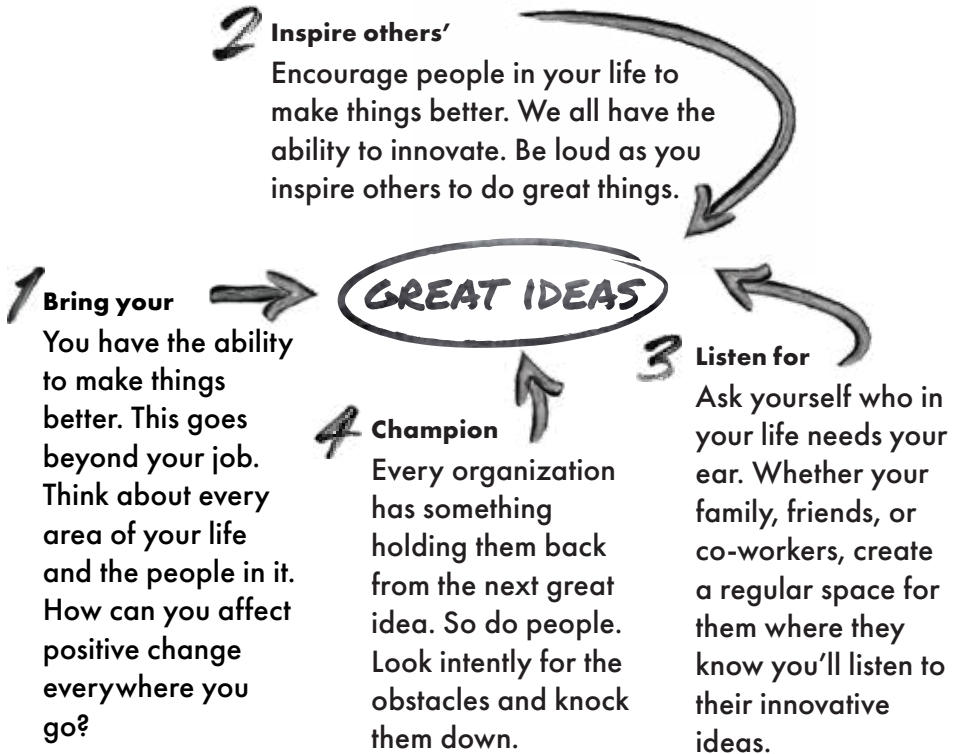
NIFCO NORTH AMERICA PRINCIPLES OF LEADERSHIP



HOW WE LEAD

ASPIRE
ASPIRE

Unleash the power of **human innovation.**



HOW WE LEAD

BELIEVE
AFFF

Expect greatness to **achieve** greatness.

KAIZEN

A philosophy of continuous improvement, where small, everyday incremental changes driven by team members at all levels leads to higher efficiency, quality, and workplace greatness over time.

FAIR

Set the Standard Clearly

Transparent and consistent communication of expectations, goals, standards, roles, responsibilities, and performance metrics.

"Fairness is the groundwork—it ensures everyone knows the rules of the game."

FIRM

Hold to the Standard with Integrity

Consistently enforce standards and hold people accountable, even when difficult. Follow through on commitments and consequences. Address issues directly and constructively and keep consistency across teams and individuals.

"Firmness is the backbone—it shows that standards matter."

KIND

Uplift While Correcting

Show respect and empathy, especially when giving feedback or making corrections. Give feedback with encouragement and a growth mindset. Recognize effort and progress, not just results. Approach challenges with compassion and solutions.

"Kindness is the heart—it ensures that accountability builds people up, not break them down."

TRUST

The Outcome

Leading with fair, firm, and kind—anchored in Kaizen—creates a workplace where trust thrives, people feel valued, and high performance is achieved.

HOW WE LEAD

COMMIT
■■■

Create value for all stakeholders.



HOW WE LEAD

DELIVER /
0000

RESULTS

that are **sustainable**
and **make a difference**
in the lives of those to whom we commit.

NIFCO