NICHIA

Ever Researching for a Brighter World

Brighten the future with “The NICHIA Way”

The origin of Nichia came from the inspiration of Nichia's founder, Nobuo Ogawa, to utilize limestones in his hometown, Tokushima, for the production of calcium compound used as pharmaceutical materials. Nichia has strived for *monotsukuri** with its original technologies, while expanding its product range from calcium compound to phosphors, LEDs, Laser Diodes, battery materials, and magnet materials. Despite many obstacles and difficulties, Nichia has succeeded in developing several of the world's best products based on the unfaltering foundational belief, “creating the world's best products by working earnestly and utilizing the technology, full of wisdom, and expertise of all Nichia employees.”

In keeping with this belief, Nichia's *monotsukuri* is now concentrated in two main fields: light and energy. Since its successful development of the world's first blue LEDs, Nichia has been an innovator in the field of LEDs. Nichia believes that the potential for the next innovation beyond all imagination must include the understanding of the fundamental nature of light and luminous/optical mechanism, “Light behaves as a particle and as a wave at the same time”. With this belief, Nichia has already started developing and selling new LEDs which pursue the ultimate quality of light.

Nichia's goal is to continue to contribute to society without ever forgetting the spirit that brought the company here: “Ever researching for a brighter world.”

President & CEO, **Hiroyoshi Ogawa**

* The Japanese word describing creating, manufacturing, and developing activities that are not only focused on the simple process of manufacturing inside a factory but also include the creation, utilization, and combination of ideas, technologies, and expertise.

The NICHIA Way

Corporate Philosophy

Ever Researching for a Brighter World

The main point of Nichia's corporate philosophy is that Nichia will try to precisely understand the current needs of the world, pursue the best products, and contribute to society, as a company that strives for *monotsukuri**.

Nichia's Mission

Through continuous creation of innovative key materials & devices in the fields of light & energy, Nichia will add a new value to life & contribute to society.

Work Principles

Slogan

- Let's study
- Let's think deeply and work hard
- And let's create the best products in the world

The Three Cs　Thoughts for each individual to keep in mind.

Challenge

Continuous challenge for the dream, which will lead to the growth of individuals and of the company itself.

Credibility

To be a company that is needed and trusted, Nichia strives for authenticity.

Collaboration

Collaboration of a variety of individuality makes a strong team and a strong company.



Ever Researching for a Brighter World

Nichia, for any kind of light and future energy



since1956

Inspiration from Anti-Tuberculosis Medicine

Nichia's founder Nobuo Ogawa was a graduate of the pharmaceutical chemistry department of Tokushima Technical High School (the predecessor of Tokushima University). His hometown, Tokushima, is an area where limestones are mined. Both streptomycin, the anti-tuberculosis medicine, and phosphor for fluorescent lamps are made from the same material, calcium compound obtained from limestones in Tokushima. These three coincidental factors determined the future path of Nichia. In 1948, Mr. Ogawa established the “Kyodo Pharmaceutical Laboratory”, the predecessor of Nichia. From this new research institute, he established the production system for anhydrous calcium chloride used for streptomycin, which would lead to the development of anhydrous calcium phosphate, a raw material of phosphors for fluorescent lamps. In 1956, this small company set sail for the business of phosphor raw materials with a new name, Nichia Kagaku Kogyo, K.K. (currently Nichia Corporation).

1970

Phosphors for color TVs

1989

R&D for Gallium Nitride based LEDs

1996

The white LEDs that would eventually change the world

In 1996, Nichia developed the world's first white LED by combining a blue LED with yellow phosphor, utilizing the technology and experience that Nichia acquired through phosphor manufacturing. LED lighting, stylish LED headlights, full-color LCD display for smartphones, all these new products were developed and commercialized based on white LEDs developed by Nichia.

Challenge and Pursuit of True Nature – That is The NICHIA Way

1966

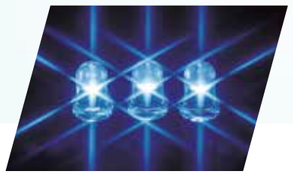
To be the World’s No.1 Phosphor Manufacturer

In 1966, through significant R&D and the combination of competencies with the phosphor raw materials, production of calcium halophosphate phosphors for fluorescent lamps began. The corporate culture of applying its technical competencies and developing them into a new product began around that time and has continued to this day.

The blue LED that surprised the world

Nichia succeeded in developing the world's first high luminous blue LED which was believed to be impossible to achieve within the 20th century and started the volume production and sales. This blue LED, that was one hundred times brighter than anything before, surprised the world. In 1994, Nichia succeeded in developing a high luminous bluish-green LED which led to the LED conversion of traffic signals.
In 1995, Nichia developed a pure green LED which made it possible to make full-color displays by combining this green LED with high luminous blue and red LEDs that were already available in the market. Several larger full-color LED displays were installed around the world.

1993



For the **Future**

2001

Begins sales of Laser Diodes

2009

Development of high-quality cathode materials for Lithium-ion batteries in automotive

Creating the future with light and energy

Nichia will challenge various possibilities in the fields of light and energy.
For LEDs, Nichia is expanding its development of products by focusing on the "quality of light" and “function of light” as well as pursuing high brightness and low power consumption. For automotive applications, cutting-edge LEDs for headlights are expected to improve safety while driving. Laser Diodes are expected soon to be expanded into other applications such as lighting, processing, and heads-up displays for automotive.
Cathode materials for Lithium-ion batteries used in electric vehicles (EVs) and high-quality magnetic materials essential for small high-quality motors are key materials to realize a carbon-neutral society and will create a path towards using clean energy in the future.
Nichia will continue to make innovative products to create a bright future for the earth.

2019

Begins sales of UV LEDs to inactivate bacteria/viruses

2015

High-quality magnet using SmFeN powder adopted for automotive parts

LED lighting also illuminates the path to carbon neutrality

White LEDs invented by Nichia, have been playing a central role in carbon neutrality. LED lighting can reduce power consumption to less than half compared to conventional light sources such as incandescent and fluorescent bulbs. By the 2030s, LED lighting is expected to replace most of the world's lighting. If this happens, more than 1 billion tons of CO_2 emission will be reduced compared to if conventional light sources had been used continuously. One billion tons per year is almost the same amount of CO_2 emitted by Japan in one year.

Chemical Business

Building the key materials of Light and Energy

Nichia's Chemical Business is responsible for the handling of cathode materials, phosphors, magnetic materials, vacuum evaporation materials, organometallic compounds, medical materials, and Semiconductor Materials. In each field, Chemical Business strives to develop competitive and environmentally friendly products and enhance its service based on the technologies and expertise accumulated over the years.

Chemical Business

Cathode materials

Nichia's cathode materials for Lithium-ion batteries are widely used in a variety of applications, from consumer products such as smartphones and power tools, to current mainstream industrial applications such as electric vehicles and energy storage systems. Nichia looks forward to further expanding the applications and aims to grow as a leading manufacturer of cathode materials.

Cathode materials

Cobalt-based cathodes ($LiCoO_2$)	NMC (Nickel-Manganese-Cobalt) cathodes ($LiNixCoyMnzO_2$)	Nickel-based cathodes ($LiNixCoyAlzO_2$)	Manganese-based cathodes ($LiNxMn_2O_4$)

Lithium-ion batteries

Prismatic type batteries

Pouch type batteries

Cylindrical batteries

Large-sized batteries

Applications

Smartphones tablet computers

Power tools

Electric vehicles

Energy storage systems

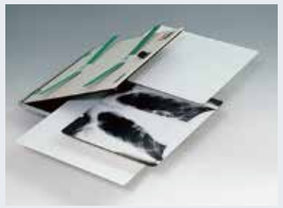
Magnetic materials

Nichia's magnetic material is an anisotropic SmFeN (Samarium Iron Nitride) plastic compound for injection molding.As a method of manufacturing SmFeN magnetic powder, Nichia leverages its unique core technologies as a chemical manufacturer by employing a buildup process that gradually grows the particle size from the liquid phase, thus avoiding the grinding typically associated with conventional methods that involve the physical destruction of particles.This results in obtaining a very small, spherical, and uniform magnetic powder with a particle size of 3 μm, enabling flexible adaptation to complex shapes of magnets and integrated molding. As a magnetic material that does not use Nd or heavy rare earth elements, it is being chosen as a new option to support the expanding motor market, driven by the electrification of automobiles and machinery, as well as the growing demand for automation due to labor shortages.

Chemical Business

Phosphors

Phosphors are substances that convert energy from electron beams, electromagnetic waves, and ultraviolet mainly into visible light. Nichia's phosphors are used in a variety of applications, including LEDs and medical X-ray applications. Nichia is proud of it's world leading technology.

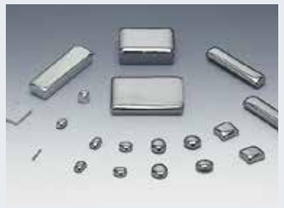


X-ray intensifying screen

White LEDs

High-purity Gallium

Gallium is widely used in LEDs, laser diodes (LDs), GaAs substrates, GaN substrates, and dopants, making it an essential metal in semiconductor manufacturing. Additionally, gallium is expected to be used as a next-generation material for power semiconductors, and it is gaining attention as an important rare metal that supports advanced technologies.



High-purity Gallium

Fine Chemicals

Calcium and iron salts, which have evolved since Nichia's founding business of high-purity calcium for pharmaceutical raw materials, are utilized in high-purity pharmaceuticals, chemicals, and food additives.

Organometallic Compounds

Nichia supplies high-purity Titanium, Zirconium, Nickel compounds, etc. produced by Nichia's proprietary techniques. These compounds have many applications such as catalysts for polymerization and organic synthesis and raw materials for high performance electronic materials.

Ni(COD)2

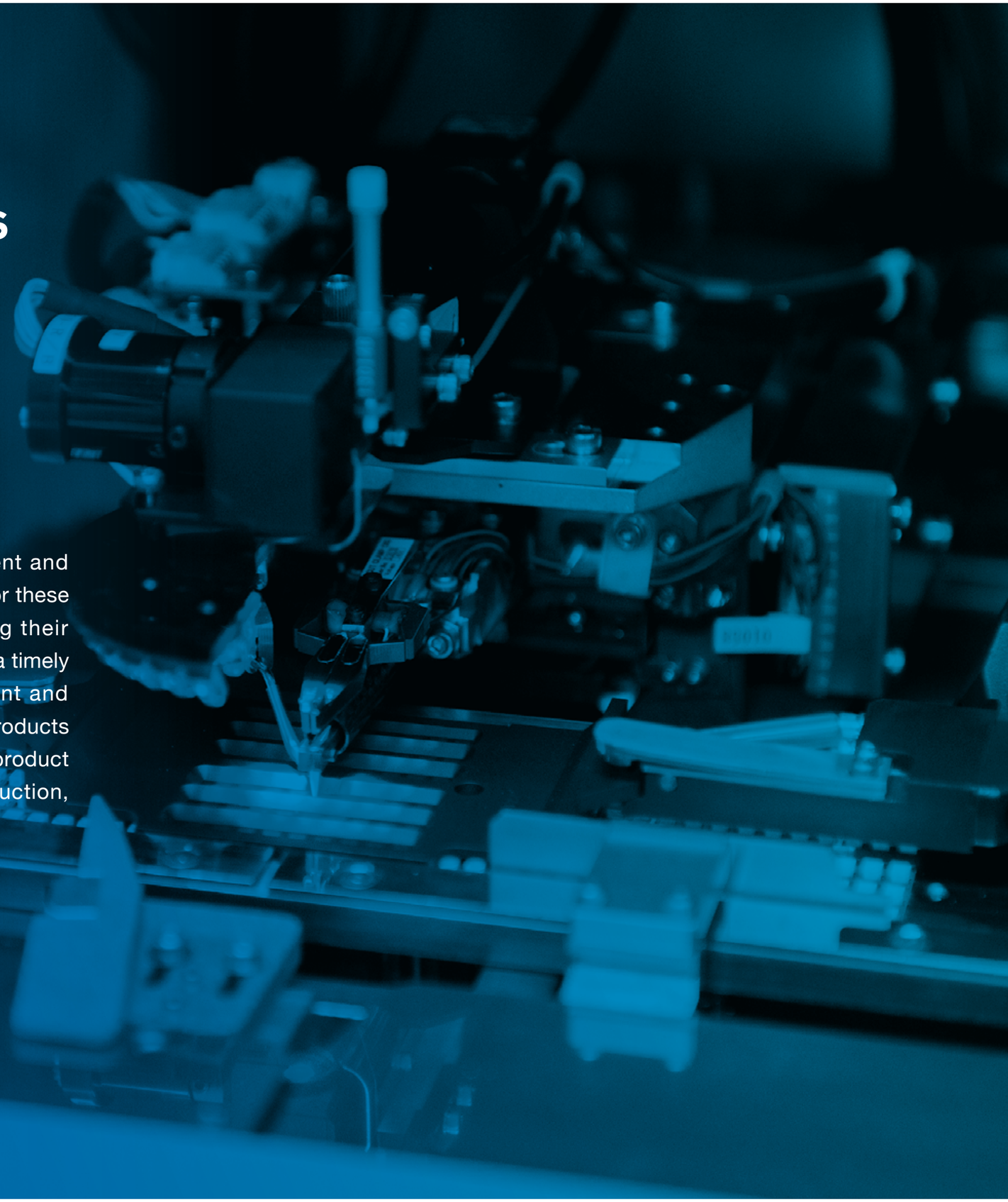
Vacuum Evaporation Materials

Optical technology has accelerated in innovation during the 21st century, from optical products such as microscopes and conventional film-based cameras to electronics such as optical communications, semiconductors, DVDs, and projectors. One of the elemental technologies to support is optical thin film technology. Nichia has developed its production and application technologies for inorganic ceramic powders, including phosphors, which have been cultivated over many years, and offers a variety of evaporation materials that are suitable for creating high-quality optical thin films.

Optoelectronics Business

Development of key devices

Nichia's Optoelectronics Business is focused on the development and manufacturing of LEDs, and Laser Diodes. Nichia's basic principle for these optical device fields is “Satisfying customers by understanding their requirements and developing products that reflect their demands in a timely manner”. To achieve this principle, Nichia maintains a consistent and integrated quality management system to deliver industry-leading products through every phase of development and manufacturing including product planning, development, design, prototype production, mass production, sales, and logistics.



Optoelectronics Business

LED

■ Automotive

Nichia's LEDs for automotive have achieved high reliability and are certified to IATF16949 standards. Nichia's LEDs are used for exterior lighting in automotive (e.g. headlights, DRL [Daytime Running Lights], ADB [Adaptive Driving Beams], turn indicators, etc.) and for interior lighting (e.g. ambient lighting, instrument panels, switches, HUD [Heads-Up Display] etc.). Nichia will strive to further support the expansion of the market for electric vehicles and autonomous vehicles.

■ LCD Backlighting

Liquid Crystal Displays (LCDs) are used today in various TVs, smartphones, and laptops. LCDs can display images when combined with an LED backlight system. In recent years, due to the spread of display devices and higher quality requirement for them, the needs for higher performance LEDs have arisen. Aiming for wider spread and essential improvement of LCD displays, Nichia will keep developing products.

■ Lighting (General & Specialty)

Today, LEDs illuminate a wide variety of spaces, and with the discontinuation of fluorescent lamp production, they will further become a mainstream light source. Not only do LEDs with high energy-saving performance exist, but also LEDs that contribute to various aspects of human society, such as physical, hygienic, and physiological benefits, are now available. With LEDs as a starting point, we will explore the functions, sizes, and installation methods of lighting.

Optoelectronics Business

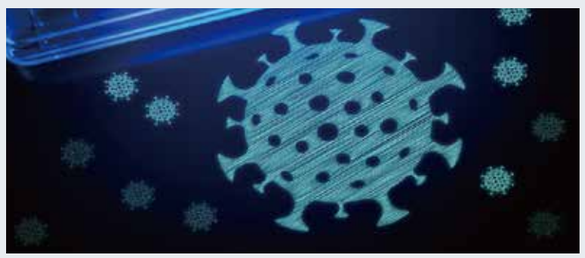
LED

Display

Through Nichia's development of the industry's first high brightness blue LEDs and following that with pure green LEDs, Nichia's LEDs have contributed to the evolution of full-color displays. Today, Nichia's LEDs for display applications are used in various places around the world such as advertising displays in big cities, information boards in transportation facilities, world famous concerts, and electric scoreboards in stadiums. Nichia will continue to pursue higher luminosity, lower power consumption, higher resolution, and higher visibility for LEDs, and will develop products to further improve large-scale displays.

UV LEDs

Normally, it is considered difficult to maintain dependable quality for UV LEDs. However, Nichia ensures high reliability of its UV LEDs through the consistently integrated management of the entire process, from wafer manufacturing to product shipment in all UV wavelength ranges, including UV-A, UV-B, and UV-C products. As an alternative technology to UV mercury lamps, energy-efficient and mercury-free UV LEDs are gaining attention and adoption in applications such as disinfection, industrial exposure systems, and paint curing. To contribute to the realization of a sustainable society, Nichia will continuously aim to achieve even higher efficiency and output power levels for its UV products.



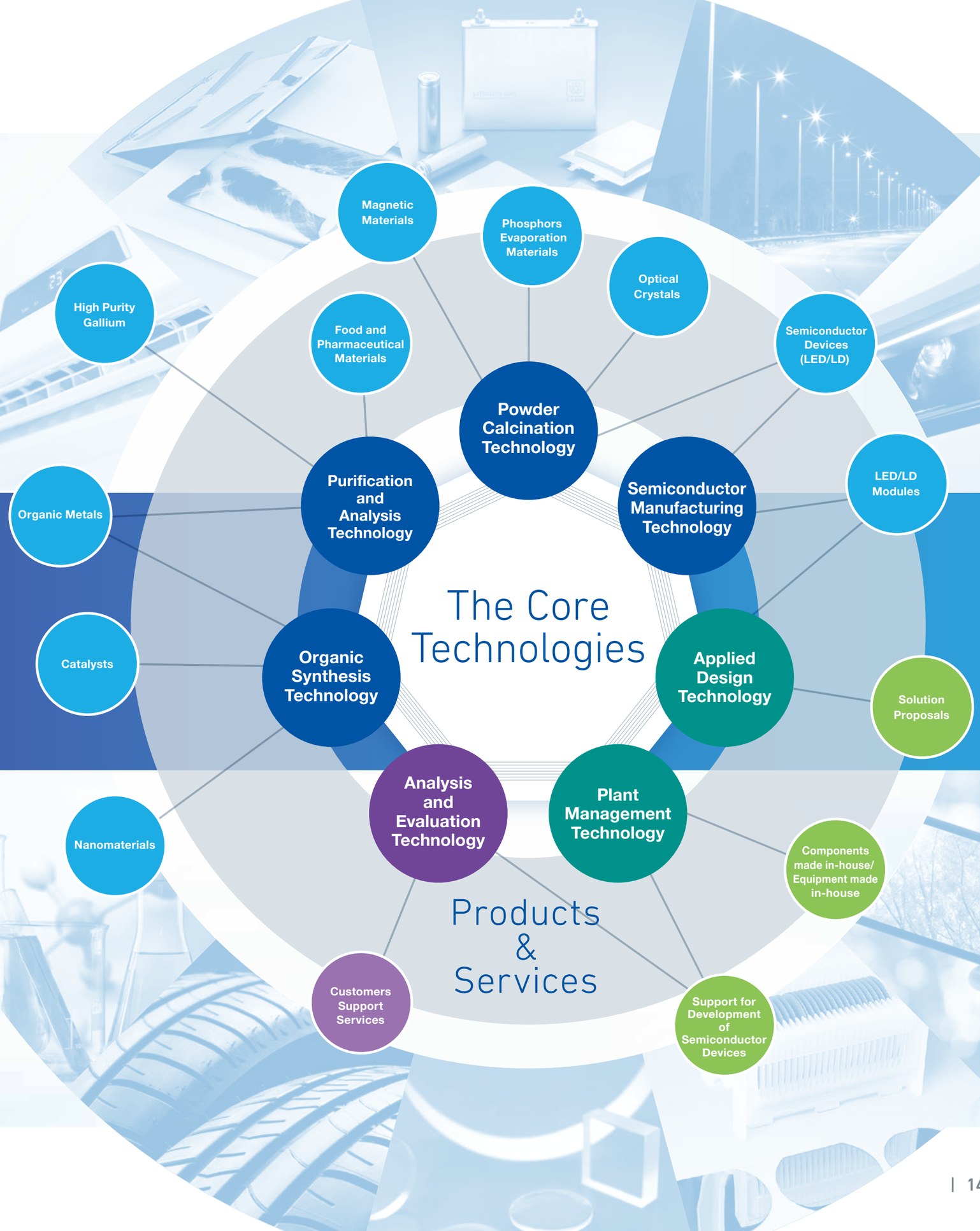
LD

In recent years, great success has been achieved in the development of GaN-based semiconductor lasers by diversifying the wavelength range and enhancing the optical output power. The oscillation wavelengths range from the UV region to visible blue and green regions, and with the successful in-house production of red LDs, Nichia is now capable of producing all three primary color LD chips in-house. LDs are primarily used as light sources for projectors, as well as in industrial equipment such as exposure machines and endoscopes. Additionally, they are expected to be applied in various new fields, including automotive headlights, head-mounted displays, and laser processing. With the industry's leading product quality, a variety of product groups, and stability of supply, Nichia will keep producing Laser Diodes that meet a wide range of customer needs.

Nichia has developed diverse products in various fields. Tracing back this evolution, it is easy to see that the origin of Nichia's products stemmed from the production of anhydrous calcium chloride produced from limestones mined in Tokushima. The series of “Core Technologies” shown in the right diagram was developed through a history of challenges starting from that origin.

Innovation Dreams are Expanding from Core Technologies Developed Through Challenges

All Nichia products are manufactured by the combination of these “Core Technologies”, especially the powder calcination technology and crystal growth. The core competence of Nichia's products is cultivated by an integrated production system based on wide-ranging expertise and the combination of Nichia's core technologies.



Pursue an Interesting Path For the Globally Unique *Monotsukuri*

For Nichia's ultimate goal, the world's best *monotsukuri*, Nichia places the highest importance on R&D. Nichia's corporate culture is not focused on short-term profits, but instead on research and development through earnestly conducting continuous experiments with enthusiasm, courage, and patience, even if it requires a longer period. Nichia has dedicated itself to R&D in order to create, control, and be an expert of light, through the cooperation of the following facilities: the headquarters plant and Tokushima Research Center (TRC) with many R&D staff members, the Yokohama Research Center (YRC) responsible for fundamental research and study about “LIGHT”, the design and development of LED applications, and the Suwa Technology Center (STEC) in charge of the development of applied products based on new concepts. Over the course of ten years beginning in 2015, 374 billion yen was invested in R&D. Nichia continues to encourage an environment where all employees can attempt anything that they find interesting.

R&D Centers

Quality Assurance

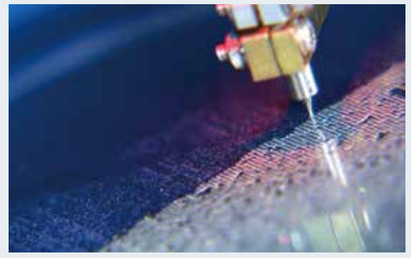
Building Quality

To be the world's best company that consistently develops innovative,
high-performance, and quality products, Nichia is focused on strict quality assurance.
To ensure the safety and quality of its products for all customers around the world,
Nichia established an integrated management system led by its Quality Assurance Department.

Quality Assurance

Pursuit of High Quality that Meets Automotive Standards

Nichia, which supplies products across a wide range of fields, excels particularly in automotive. Automotive products require high reliability to function normally under various conditions while driving, ensuring safe and comfortable operation. Nichia is certified for the automotive parts quality management system IATF 16949 and is committed to achieving zero-defect quality (manufacturing with zero defects).



Global Quality Support for Customers

Nichia prioritize its customers in all aspects of its products, from development to mass production. Even after the products are shipped, experts at Nichia's global locations continue to provide support to ensure that customers can fully utilize the products they have purchased.

Cutting-Edge Test Laboratory

To prevent defects before they occur, Nichia has a cutting-edge testing laboratory that conducts environmental testing and failure analysis based on customer usage conditions. Additionally, Nichia's laboratory is recognized as a facility with international standard technology in lighting for LM-80 testing and JCSS calibration. Nichia's high level of expertise and precise data ensure the reliability of its products.

Environmental Preservation

Building Environment

Based on one of the policies since its foundation, respecting the environment, Nichia has been working on the following environmental activities. In 2013, Nichia established the Nichia Furusato Promotion Foundation with the aim of promoting public welfare, particularly focusing on natural environment conservation. Nichia also has contributed to the protection and preservation of the Kawabata-moroko (golden venus fish), an endangered freshwater fish. In 2015 Nichia received the “Good Life Award” which is a special award sponsored by the Ministry of the Environment. Additionally, at Nichia's HQ, Nichia owns a breeding facility for fireflies and a small aquarium to preserve and breed rare organisms such as the Oya-nirami (Japanese perch), one of the endangered species in Japan.

Nichia Furusato Foundation

Nichia invested to establish the Nichia Furusato Foundation in 2013. Since 2015, this foundation has been supporting organizations in Tokushima that engage in activities to conserve the natural environment. This foundation has subsidized 15 million yen for 38 organizations in 2025, and a total of 187 million yen since its foundation.

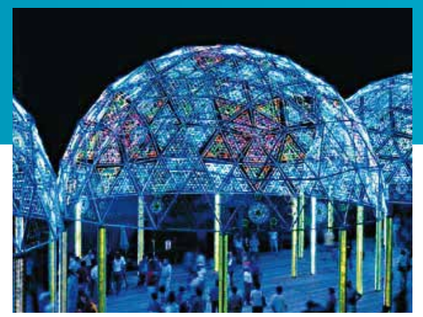
Environmental Preservation Activities

- Contribution to the Tokushima Kizuna-no-mori Reforestation Project
- Sponsorship of Uyun-no-mori desert greening activities
- Support for areas without electric lighting in Nepal
- Contribution to Anan-city for the improvement of river water quality
- Promotion of environmental preservation around plants
- Contribution to the protection and preservation of an endangered species, the Kawabata-moroko (golden venus fish).
  (In 2015 received the “Good Life Award” which is a special award sponsored by the Ministry of the Environment.)

Social Responsibility

Building a Prosperous World

Tokushima is not only the birthplace of Nichia, but also the place where all Nichia's Japanese manufacturing sites are located. To be a good corporate citizen of Tokushima, Nichia has been focused on supporting educational and research institutes, scholarships for students who show potential for future innovations, various regional promotion measures, and the people in the community who wish for a safe and comfortable life in Tokushima. Though these activities are limited to Tokushima for now, Nichia hopes to expand these activities to areas around its sales offices abroad in the future.



Grants for Educational Facilities and Scholarships

- Support for Tokushima University
  - Donation to the research grant fund
  - Donation to the construction of the “Nichia-Kaikan” the regional and international community building
  - Establishment of Nichia Scholarships for the department of science and technology
  - Establishment of an endowed course about nanomaterial technology
  - Donation to construction of the new building for outpatient care and the west ward in the University Hospital
- Donation of a large display system to Kyoto University
- Establishment of an endowed course in Tokyo University about photon information technology
- Donation to fund the renovation of the student dormitory for the Kamiyama Marugoto College of Design, Engineering and Entrepreneurship

Contributions to Local Communities

- Donation of LED displays to public facilities and institutions
- Donation to the Tokushima Prefecture to improve traffic conditions
- Donation to the Anan City Parks project “Ushiki Castle Ruins Park Development”
- Donation to enhance Anan City's child-rearing support policy
- Participation in the Awa-Odori dance festival as a Nichia Ren (team)
- Participation in local cleanup activities (volunteers)
- Donation to the Anan Medical Center
- Donation to Tokushima prefecture and Anan city for infection control and prevention measures of COVID-19.

Tokushima, Japan

To achieve the goal of providing industry-leading products through the combination of the wisdom and expertise of all employees, Nichia concentrates its manufacturing sites in Tokushima, where the company was founded.
In this environment where professionals from various fields can learn from and motivate each other,
this “chemistry” fosters unique ideas which lead to seamless and rapid monotsukuri, one of the Nichia's core competences.

Overseas

Through listening directly to customers globally and reflecting their needs through improvement and product development, Nichia delivers the world's highest quality products, made in Japan, to customers around the world - Nichia is steadfast in this strategy.

Company Summary

Company Name	NICHIA CORPORATION
Address	491 Oka, Kaminaka-Cho, Anan-Shi, TOKUSHIMA 774-8601, JAPAN
TEL	+81-884-22-2311
FAX	+81-884-21-0148
Established	December, 1956
Paid-up Capital JP	¥52,026,441,000
President	Hiroyoshi Ogawa
Employees	Total 9,423 (As of December, 2024)
Main Business	Chemicals ■ Cathode Materials ■ Magnetic Materials ■ Phosphors ■ Organometallic Compounds ■ Fine Chemicals (Electronics Materials, Pharmaceutical Materials, Food Additives) ■ Vacuum Evaporation Maaterials ■ High-purity Gallium Optoelectronics ■ LED (Light-Emitting Diodes) ■ LD (Laser Diodes)
Plants (All in Tokushima Pref.)	■ Headquarters ■ A-PLANT ■ TN-PLANT ■ TS-PLANT ■ V-PLANT ■ N-PLANT
Domestic Sales Offices	■ Tokyo Sales Office ■ Osaka Sales Office ■ Nagoya Sales Office
R&D Centers	■ Tokushima Research Center (Tokushima Pref.) ■ Yokohama Research Center (Kanagawa Pref.) ■ Suwa Technology Center (Nagano Pref.)
Solution Laboratory	■ Cutting-Edge Laser processing solution Lab. (Aichi Pref.)
Subsidiary Locations	■ United States (Detroit, Los Angeles, Atlanta, San Jose) ■ Germany (Frankfurt, Aachen) ■ China (Shanghai, Shenzhen) ■ Taiwan (Hsinchu) ■ Korea (Seoul) ■ Malaysia (Selangor) ■ Singapore ■ Indonesia (Jakarta) ■ Thailand (Bangkok) ■ Vietnam (Ho chi minh city) ■ India (Gurgaon)

Organization (As of June, 2025)

Indirect Department

- Business Planning Office
- Administration Division
  - General Affairs Dept.
  - Payroll and Benefit Center
  - Health Care Center
  - Security Export Control Office
- Human Resources Division
  - Employee Relations Dept.
  - Talent Management Dept.
  - Human Resources Development Center
- Accounting Dept.
- Nichia Production System Promotion Dept.
- Nichia Research Institute
- Legal & Intellectual Property Division
  - Legal Dept.
  - Intellectual Property Dept.
- System Development Division
- Environment and Safety Division
  - Environment and Safety Dept.

Cathode Material BU.

- Business Planning Division
  - Business Planning Group
  - Business Planning North America
  - Business Planning Sourcing Group
- Sales & Marketing Division
  - Battery Materials Sales Dept.
- Cathode Material Engineering Division
  - Advanced Material Development Group
  - Development Dept.
  - Engineering Dept.
  - Manufacturing Engineering Dept.
- Production Division
  - Manufacturing Dept.
  - Manufacturing Administration Dept.
  - Quality Control Dept.

Functional Materials Business Unit

- Business Planning Group
- Functional Materials Sales Department
- Phosphor R&D Center
  - Phosphor Inorganic Research Dept.
  - Phosphor Organic Research Dept.
- Magnet Material Development Dept.
- Functional Materials Production Division
  - Magnet Manufacturing Dept.
  - Metal Complex Manufacturing Dept.
  - Phosphor Manufacturing Dept.
  - Semiconductor Material Generation Dept.
- Nisshin Sapphire Corporation

Process & Quality Innovation Business Unit

- Quality Assurance Division
  - Quality Planning Dept.
  - Quality Assurance Dept.
  - Quality Evaluation Technology Center
- Plant Engineering Division
  - Plant Engineering Dept.1
  - Plant Engineering Dept.2
  - Production Device Development Dept.
  - Manufacturing Dept.
  - Facility Planning Dept.
- Distribution & Sourcing Dept.
- Processing Technology Dept.

Optoelectronic Products Business Unit

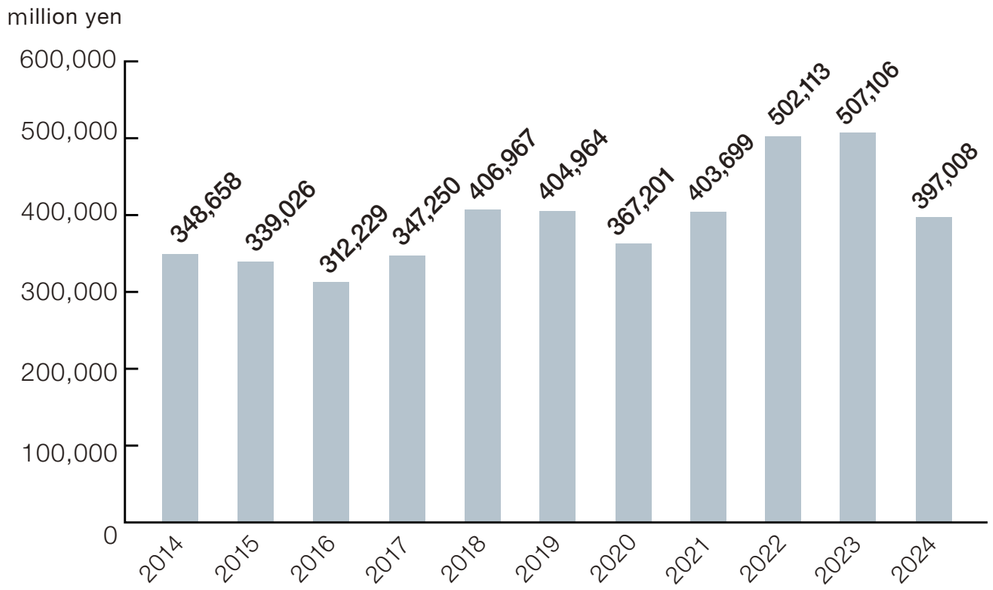
- Business Planning Division
  - Technology Planning Dept.
  - Automotive Planning Dept.
  - Lighting Planning Dept.
  - Backlight Planning Dept.
  - Display Planning Dept.
  - Flash Planning Dept.
  - Marketing Dept.
  - LD Business Planning & Sales Dept.
- Semiconductor Product Development Div.
  - Semiconductor Process Development Dept.
  - Semiconductor Solution Development Dept.
  - Semiconductor IC Development Dept.
  - Advanced Light Source Development Dept.
  - High Power LED Development Dept.
  - LED Application Dept.
  - General LED Product Development Dept.
  - Custom Module Product Development Dept.
  - Plane LED Product Development Dept.
- Overseas Development Center
  - Nichia Automotive Innovation Center GmbH
- Chip Development Dept.

- LD Business Division
  - LD R&D Dept.
  - LD Development Dept.
  - LD Technical Dept.
  - LD Production Dept.
  - GR Project Dept.
  - KS Project Dept.
  - LD Application Product Dept.
- Strategic Sourcing Dept.
- Optoelectronics Production Division 1
  - Front-End Process Engineering Department
  - Epitaxial Wafer Production Department
  - Device Production Department
  - Dice Production Department
- Optoelectronics Production Division 2
  - Automotive-LED Production Dept.1
  - Automotive-LED Production Dept.2
  - Automotive-LED Production Dept.3
  - Automotive-LED Production Dept.4
  - Flash Module Production Dept.
  - Back-End Process Administration Dept/Tatsumi Plant
- Optoelectronics Production Division 3
  - SV 3in1 MAP-LED Production Dept.
  - DMC NTSV-LED Production Dept.
  - LED Application Production Dept.
  - Light Cluster Production Dept.
  - Back-End Process Administration Dept./Naruto Plant
  - NICHIA (MALAYSIA) SDN. BHD.

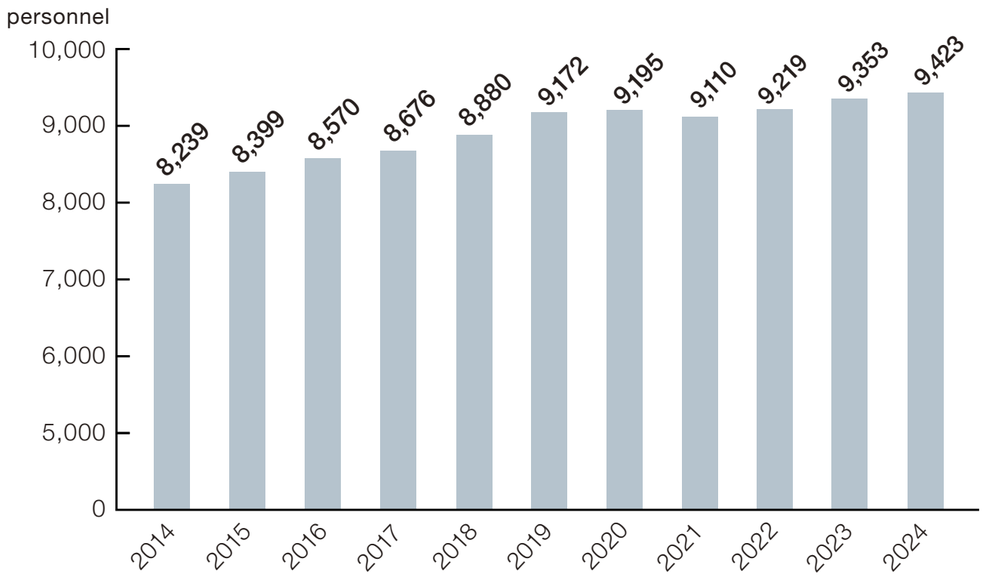
- Sales & Marketing Division 1
  - Lighting Sales Group
  - UV Sales Group
  - Backlight Sales Group
  - Amusement Sales Group
  - Automotive Sales Group
  - Automotive Shizuoka Sales Group
  - Dice Marketing Group
  - Display & Signal Sales Group
  - Sales Associate Group
  - NICHIA KOREA CORPORATION
  - NICHIA CHEMICAL Pte Ltd
    - NICHIA CHEMICAL Pte Ltd Representative Office in Jakarta
  - NICHIA CHEMICAL (INDIA) Pvt Ltd.
  - NICHIA CHEMICAL (THAILAND) CO.,Ltd.
    - The Representative Office of NICHIA CHEMICAL (THAILAND) Co., LTD in HCMC
- Sales & Marketing Division 2
  - NICHIA AMERICA CORPORATION
    - LOS ANGELES SALES OFFICE
    - ATLANTA SALES OFFICE
    - SAN JOSE SALES OFFICE
  - NICHIA EUROPE B.V.
- Sales & Marketing Division 3
  - NICHIA TAIWAN CORPORATION
    - NICHIA SHENZHEN CORPORATION
  - NICHIA SHANGHAI CORPORATION

Sales and Employees

Sales



Employees (December of each year)



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