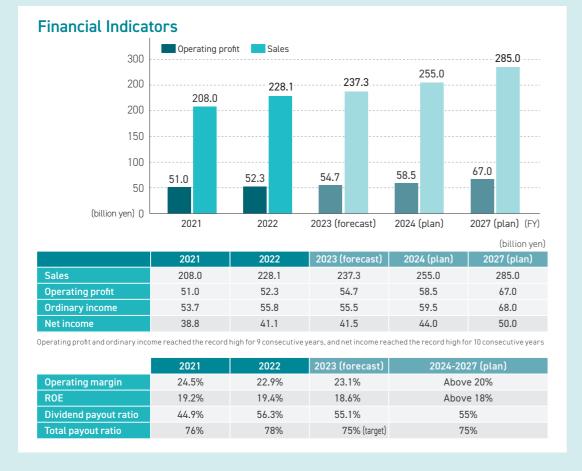
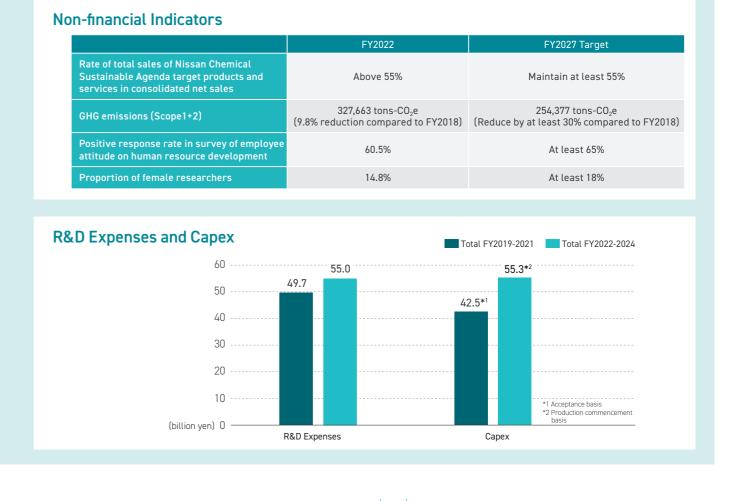
Long-term and Mid-term Business Plans Overview and Progress

The Nissan Chemical Group will take on the challenge of co-creating the future by explaining to stakeholders our direction to aim for and gaining their understanding and empathy. We aim to contribute to the realization of a sustainable society as a member of society by achieving mid- to long-term growth and improvement of corporate value with a strong desire and rich imagination to create the future. 2050 2027 "Atelier2050" Long-term Business Plan "Vista2027" Mid-term Business Plan Sales: 208.0 billion yen Operating profit: 51.0 billion yen 2024 ROE: 19.2% Total payout ratio: 76% Long-term Business Plan 2022 Mid-term Business Plan Atelier2050 Vista2027 Stage II FY2021 Ideal State in 2050 Mid-term Business Plan Corporate State A "future-creating company" that grows through seeking to enrich people and nature Vista2027 Stage I Organizational State A group of co-creators that face challenges for change with a strong passion







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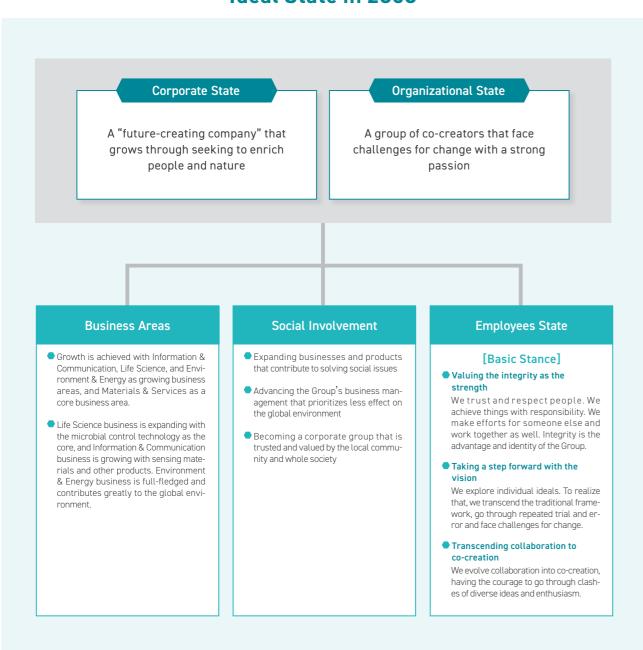
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"Atelier 2050" Long-term Business Plan

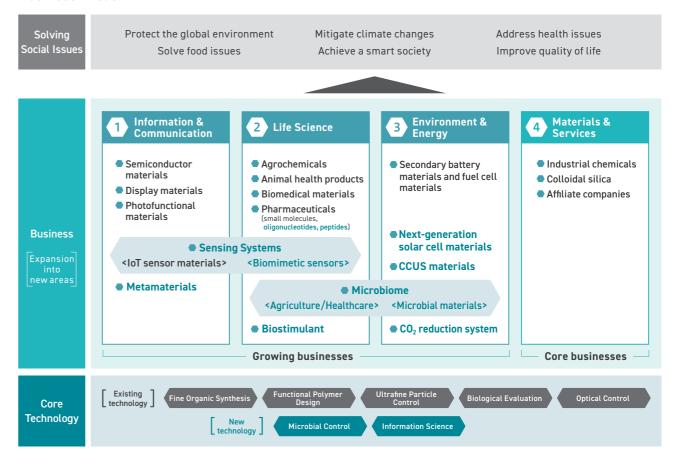
Considering that the business environment has changed significantly since the previous long-term business plan was formulated, we once again discussed the social issues and social changes with a view to 2050. As a result of these discussions, we have formulated a long-term business plan "Atelier2050", by backcasting from the necessary initiatives and issues that need to be

resolved. This plan sets out the path for the Group to contribute to solving social issues and keep growing for the future, with the ideal corporate state in 2050 of "a future-creating company that grows through seeking to enrich people and nature" and the ideal organizational state in 2050 of "a group of co-creators that face challenges for change with a strong passion".

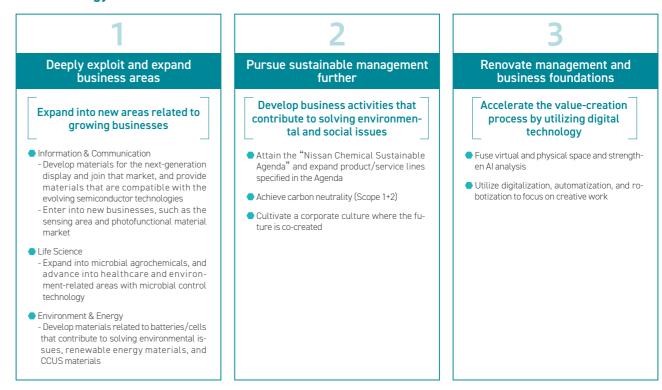
Ideal State in 2050



Business Areas



Basic Strategy



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"Vista2027" Mid-term Business Plan

Long-term and Mid-term Business Plans Topics

Mid-term business plan "Vista2027" is a six-year business plan, starting in FY2022, formulated as a stepping-stone on the way to the ideal state set forth in our long-term business plan "Atelier 2050". We aim to achieve sustainable growth with this plan which set the first three years (2022-2024) as Stage I, and the second three years (2025-2027) as Stage II.

Ideal State of the Company in 2027 While existing businesses As the digital foundation is are robustly driving the being established, business business performance, activities are conducted new core technologies are based on the latest informaconsistently acquired for tion on clients and markets expanding and enhancing business areas Organized sustainability-related initiatives are promoted and related information is offered internally and externally

0 Deeply exploit

business areas and increase marketing ability

We strive to enhance our R&D capability and improve our planning ability, towards the realization of the ideal state in FY2050

- Refine existing core technologies and deeply exploit and expand development areas
- Incubate new core technologies (microbial control and information science)
- Enhance marketing power and planning ability

Basic

2 Promote sustainable management

We foster our efforts and propel measures for sustainability and facilitate offering sustainability-related information internally and externally

- Strengthen corporate governance
- Set up "Sustainability Promotion & IR Department" and propel related measures in an organized approach
- Enhance committee activities (intensifying company-wide cross-sectional efforts by setting up the Sustainability Promotion Committee and section meetings)

Strategies

3 Strengthen the creation and co-creation process of values

We propel building our business foundations and environment that help mutual communication and improvement in efficiency and facilitate the creation and co-creation of new values

- Revise the existing personnel system and human resource development for attaining business strate-
- Set up "Digital Transformation Department" and facilitate digital transformation (DX) and business foundation renovation

4

Expand market shares and profits of existing businesses

To extend the sales of existing products, that are the sources of growth and develop new products consistently, we will implement measures such as infrastructure development and cost reductions for existing products.

Related Information **Business Seaments P53-54** Main Products and Services P55-56 Business Strategies P57-66 Research and Development P25-27 Intellectual Property P28

1 Nissan Chemical Sustainable Agenda

In FY2022, we started the Nissan Chemical Sustainable Agenda, a plan to pursue "what we can do for the future of the globe and human" by providing products and services that contribute to solving social issues. We have set "Actualizing a sustainable future for our planet (To Tomorrow)" and "Actualizing sustainable comfort for all (Be Happy)" as areas of contribution.

We define the rate of total sales of products and services that contribute to solving social issues in relevant areas in consolidated net sales as a key performance indicator (KPI), setting a target of "maintaining at least 55%" in the mid-term business plan Vista2027. Looking ahead to 2050, we would like to further expand our target products and services by fostering core technologies, and realize sustainable development for society and the Group.

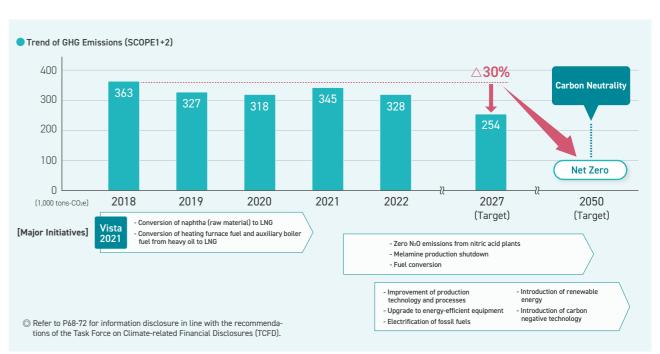


© Related Information: Materiality P31-32

2 Achievement of Carbon Neutrality by 2050

In order to achieve carbon neutrality by 2050, we are working on converting fuel and feedstock, promoting energy saving, adopting renewable energy, and examining zero emissions of N₂O from nitric acid production facilities.

In FY2022, GHG emissions decreased due to the melamine production shutdown, and the conversion of boiler fuel at the



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