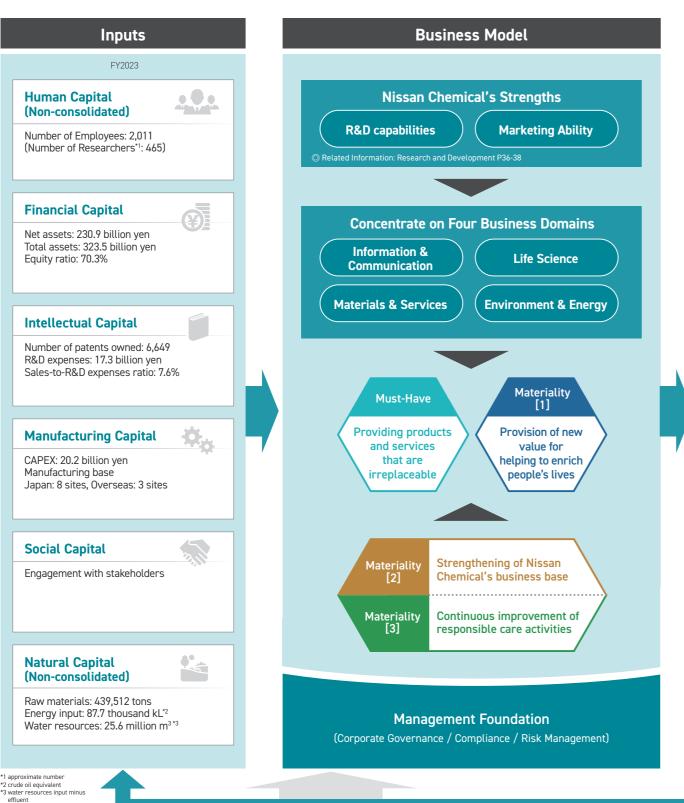
Value Creation Process

The Nissan Chemical Group is now at an unprecedented turning point in its history, and we are determined to be a leader in creating the future. With our Corporate Philosophy as the foundation of our business activities, we aim to fill the future of people and society with hope and happiness through the provision of irreplaceable "Must-Have" products and services by leveraging the technologies we have cultivated over the years.



Outputs Financial Capital FY2023 FY2027 (result) Sales 226.7 billion yen 285.0 billion yen Net Income 38.0 billion yen 50.0 billion yen Operating margin 21.3% Above 20% ROE 17.1% Above 18% Dividend payout ratio 60.1% 55% 86.2% 75% Total payout ratio **Non-financial Capital** FY2023 FY2027 (target) (result) • The rate of total sales of products and services Above Maintain at covered by the Nissan 55% least 55% Chemical Sustainable Agenda*4 GHG emission reduction rate 21.5% At least 30% (Compared to FY2018) Proportion of females in 11.8% At least 13% the regular position: Proportion of female 16.0% At least 18% researchers Positive response rate in 58.5% At least 65% survey of employee attitude on human resources development Number of patent applications 775 cases 2,500 cases (cumulative since FY2022)

Outcomes

Customers

Offering new value with Nissan Chemical's core technologies

Shareholders and Investors

Proactive return of profits through midand long-term improvement of company value

Protect the global environment

Existence and

development of

humanity

Suppliers

Building good, constructive relations through fair and equitable business.

Employees

Achieving a workplace where each individual is respected and can make full use of their abilities.

Communities and Society

Contributing to the growth and development of local communities through proactive social contribution activities and local networking.

4 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

Social Issues (External Environment)

Low birthrate and aging population Labor shortage Food issues Health issues

Global environmental degradation Climate change

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