

April 1, 2019

To whom it may concern

FY2019 Company Initiation Ceremony President's Message
(summarized version)

Good morning to all of our new employees. Let me congratulate you on joining Nissan Chemical. I am very glad that 36 new associates have joined us today.

On behalf of the 2,500 members of the Nissan Chemical Group, I bid you a cordial welcome.

First of all, I will tell you about our Corporate Ethos Structure.

The Mission Statement expresses our values, which we place importance on. Please remain aware of this at all times as the cornerstone for thinking about what the unique qualities of Nissan Chemical are and as the criteria for value judgments. We have set forth our Corporate Philosophy under the Mission Statement. It indicates the significance of our existence in society.

Further, three years ago, we formulated the long-term business plan "Progress2030" and developed our Corporate Vision, which is, "A corporate group that contributes to human survival and development."

We have established our CSR Basic Policy as the basis for our Mission Statement, Corporate Philosophy and Corporate Vision.

Please have a understanding of this Corporate Ethos Structure and try to be strongly aware of it as your guiding principle.

Next, as president, and someone with more real-world experience, I'm going to make three points that I want you to keep in mind, as you take your first steps into the real world.

The first of these is "to be faithful." As a company, we have a tradition and a business culture of placing great value on being faithful and honest. Whether engaging in engineering or administrative duties, we all work for a chemical company. This means that we work with science and chemicals that obey the laws of nature. If you cut corners with the laws of nature, gaps start to appear. There are simply no shortcuts. Please bear that in mind at all times. In addition to legal and regulatory compliance, we are expected to uphold high ethical standards as business people, as a matter of course. Please also understand that achievements only come our way when we work as hard as we can, in a way that is faithful and honest.

The second point is "change is progress."

Companies have to change in order to grow and develop. Change is not something that occurs simply by doing what was done before. To achieve innovation, you need to constantly question changes that occurred in the past, as well as the work that lies ahead. You may have studied theories and established

concepts at university, but you are entering a world where there are essentially no correct answers. You need to question those theories and concepts, and work with your colleagues to figure out the right answer for you or your team. To do that, you will need to make the most of your abilities and knowledge. You will be assigned to your department in May. Some of the work assigned by the department will be repeated on a weekly, monthly and yearly basis. You should avoid relying on the idea of doing your work the same way as before. It may take a tremendous amount of effort, but you are all young and energetic enough to achieve that. Even if you fail at first, it's not a bad thing. When you fail, you get something from it, so that you can evolve as an individual. I think that for Nissan Chemical to make innovation happen, a corporate culture that attaches importance to the willingness to take on challenges needs to be developed further and established.

Please begin taking on challenges to create changes today, starting with small changes around you.

The third point is “to love your job.”

About five years after joining the company, I wondered whether my job was my true calling. No matter how much I thought about it, however, I was not able to find an answer. I decided to continue doing my given job diligently and make it more enjoyable. Through the process of trial and error, the moment came after all. I eventually realized that it was my true calling. I am convinced that the process of continually questioning myself while keeping doing my work, and searching for my true calling, my mission in life, was an important experience.

I believe that one of the abilities that sort out professionals from amateurs is to follow through. This ability is based on passion and perseverance. I believe the best way to develop that is to approach your work head-on and to love your job.

I hope that you will focus all of your efforts on your work, and truly fall in love with your job. That will give you the ability to follow through and enable you to perform to your full potential.

I would like to conclude my message with these words.

They are, “Extra effort makes the difference between good and great.”

You should continue striving to acquire something that should be referred to as knowledge or accomplishments outside work. It is vital to do so continuously. These efforts in personal development will significantly change the quality of the corporate life that you are beginning to lead.

All the more because we live in an era of rapid changes and uncertainty, we must keep taking on challenges without fearing change or being held back by failure, and open up the future toward new heights by integrating the knowledge of us all and joining our forces.

Finally, I would like to impart my warm welcome again, that is, “Let’s work hard together to achieve our own dreams” as colleagues of the same Nissan Chemical Group.

Congratulations once again on joining Nissan Chemical.

Kojiro Kinoshita
President & CEO

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