

April 1, 2021

To whom it may concern

**FY2021 Company Initiation Ceremony President's Message**  
**(summarized version)**

Change with imagination and passion Our collective challenge will open up the future

I would like to congratulate you all on joining us today.

It is my great pleasure to welcome 40 new colleagues to our company.

On behalf of the 2,500 members of the Nissan Chemical Group, I would like to express a sincere welcome.

**< The environment in which the Nissan Chemical Group operates >**

Humanity is facing environmental change that occurs at a pace we have never before experienced in history: global climate change; changes in social structure; volatility of the international order over resources, technology and markets; food shortages; energy problems; and pandemic of infectious disease.

There are increasing demands on companies to address ESG (Environmental, Social and Corporate Governance) and SDGs (Sustainable Development Goals).

At the same time, these rapid changes give chemistry an increasing role to play and provide us with further opportunities.

In particular, there are strong needs to innovate in the fields of "Information & Communication", "Environment & Energy" and "Life Sciences", which we have identified as our priority business areas.

Since our foundation in 1887, we have been contributing to human survival and development by creating new value with our superior technologies and products.

As a "Future-Creating Enterprise" that responds to increasingly sophisticated social needs with unique, innovative technologies, we will continue to aim for synergistic development with society in harmony with the environment.

**< Aim for the stars >**

Our mid-term business plan through 2021 "Vista2021" is now in its final year and we are making steady progress towards achieving its goals. After completing our Vista2021, we will work to formulate next mid-term business plan and the new long-term business plan that will enhance our vision into the year 2050. In this way, we will further strengthen our stage and aspire to an even higher level. The keys to the Group's growth are the creation of new growth engines by focusing management resources on R&D, the planning and exploration of new businesses, products and technologies, the strengthening of our core businesses, and the development of our human resources.

Over the next year, we will imagine a transformed future, incorporate it into our assumptions, look at the Group's potential and have thorough discussions with many people to define the path we

should take in the future.

### <Message to new recruits>

Next, on this fine day, as the President and a senior member of society, I would like to share with you three things that I hope you will keep in mind as you take your first steps as members of society.

#### 1. Challenge to change

The first thing is to "take on the challenge to change". If a company cannot adapt to a changing environment, it will be forced to exit the market. From a long-term perspective, the Group is no exception to this rule. We need to keep in mind that maintaining the status quo means declining, and we need to keep evolving with the ambition to change. I would like to encourage you all to take up the challenge of creating change today, starting with the small things around you and making the most of your own abilities and knowledge. Let's move forward with the understanding that the challenge to change is the first step towards becoming a truly future-creating company.

#### 2. Using rich-imagination

The second is "using rich-imagination". At first, you may be busy learning and performing your assigned duties, but as you dig deeper into your work, you will see the challenges. Put those challenges into your own perspective and think thoroughly about how you want to be and how you should be. Using imagination will help you to understand the structure of the business processes that affect each other and the business as a whole, and will also help you to avoid the risk that one small breakdown could lead to an irreversible situation. As a person involved in science and technology, you should be obsessed with the "search for facts" and, at the same time, try to derive the "essential meaning" behind the facts and the "possibilities" that can be found from the facts by using a rich imagination.

#### 3. Working with strong passion

The third thing is working with strong passion. You have joined our Company with the dream of contributing to society in a variety of ways. Please do not forget the dream, and continue to envisage a path towards achieving and realizing it. Each and every one of our employees has original opinions, which generate sympathy. And through repeated discussions beyond departmental boundaries, those opinions are brushed up and turned into proposals that are full of everyone's thoughts and ideas, which then become reality.

I would like to create a company that provides opportunities for people to hone their individuality and talents, and where "job satisfaction" is linked to "life satisfaction" through the passion that everyone brings to each situation. I believe passion can spread to others.

We are at a turning point in our society. In order to overcome these challenges and create values on a lasting basis, we must have a strong desire to take on the challenge to change with passion. As a member of our Group, let's open up the future together.

I would like to extend my warmest welcome to all of you.

Congratulations to you all.

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1 April 2021

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