

April 03, 2023

Message from President to All Fresh Members (Summary)

Congratulations on joining us.

Today, we are pleased to have thirty-eight fresh members in our company.

On behalf of two thousand and five hundred members of the Nissan Chemical Group, I want to express my heartfelt welcome to all of you.

<Visions of Nissan Chemical Group>

We now face an unpredictable and volatile world, questioning our societal *raison d'être*.

In the drastically changing circumstances, Nissan Chemical has set the corporate philosophy “Contribute to the protection of the global environment and the existence/development of humanity, offering the value sought by society.” Under that philosophy, we will further strive to solve social issues and enhance corporate value focusing on the sustainable development of the world society, pursuing the realization of people’s good life and happiness in harmony with the environment.

Last April, we launched two plans. “Atelier2050,” a long-term business plan that sets a goal for 2050, and, as its stepping-stone, “Vista2027,” a mid-term business plan.

In “Atelier2050,” we have drawn up the ideal state in 2050: a “Future-Creating Company that grows through seeking to enrich people and nature” as the corporate state, “A group of co-creators that face challenges for change with a strong passion” as the organizational state.

In “Vista2027”, we have officially announced ESG-related Materiality (our numerical goals). Those goals include the reduction of greenhouse gas emissions, promoting diversity, enhancing human resource development, and a ratio of total sales of products and services that contribute to solving social issues against consolidated sales. By offering our unique and original irreplaceable “Must-Have” products and services, we will explore deeper and advance the sustainable operation of the Group.

<Message to Fresh Members>

What will be an ideal member of our Group in 2050? Last year, Nissan Chemical reformed our personnel system. At the same time, we established the common Basic Stances for all members to strengthen our unique corporate culture and nurture a sense of unity as one organization. Today, I want to advise what points you should always keep in your mind as a company member, in line with the three Basic Stances.

1. Make Integrity into your Power

First, please “make integrity into your power.” I strongly recommend that after joining your respective departments or sections, you visit various worksites, such as factories, laboratories, offices, and customers, to observe and study as much as possible phenomena and data directly with your own eyes. Based on such studies, you should analyze and have deep insights into them from different

angles. There is a famous saying, “all engineers are equal in the presence of technology.”

Every member is encouraged to discuss in depth on an equal footing with no reserve, whether seniors or subordinates. I am sure that through such discussions, raising a question, suggesting, and bringing an idea to the table will become second nature.

In whatever situation, please conduct yourself with integrity. It is our corporate identity, or a kind of DNA succeeded by our forerunners in an unbroken line through the long history of Nissan Chemical. We see integrity in a person’s attitude and behavior, for instance, trusting and respecting people and exerting efforts for someone else. Such sincerity leads to a sense of ethics and compliance (required for everyone in the Group.) Through working fairly and thoughtfully with integrity, you will surely become a respectable member of society.

2. Take a Forward Step with Vision

Second, please “take a forward step with vision.” I ask you to have the fixed will to “become a key person to create the future” and a strong aspiration for and the ability to image “the concrete vision of the future what you want to create.”

The “future” is a consequence of countless trials and errors made to achieve objectives and ideals. In the impending environmental changes, only the person who can take the initiative to respond to them before anyone else will navigate the future. Please make your antenna rise to social demand, pursue your aim, and take a step with your vision outside your boundary. It is important to put yourself in a different atmosphere, interact with various people, and take a cut and try without fearing failure.

To assist you in “crossing the boundary,” Nissan Chemical introduced a platform called the “10% Rule.” That is to encourage every member to appropriate a certain number of hours during work to study or research a theme, technology, business, or field, whatever one chooses, separately from the job and tasks assigned. Please do not hesitate to step forward into action with your vision.

3. Create Together beyond Collaboration

Third, let us “create together beyond collaboration.” In this context, “to create together” means to clash different ideas and opinions with other members (superiors or colleagues) without hesitating based on a respectful relationship. That discussion process will generate synergy between different individualities and abilities and create truly new values. I am confident that innovation can be realized through “creating together” once members share passion and aspiration for such creation, essentially with the same goal to achieve.

I ask all of you to learn and adopt those three stances and put them into practice.

Every person has a personal quality. On that soil, knowledge and experience acquired in society and company will bear insights, cultivating each dignity. Only an organization or company consisting of

members having such dignity can gain high appreciation and recognition as a leading company with dignity. In this sense, I strongly ask you always to better yourself in your daily work and life.

<Closing>

Finally, I am determined to nurture our company as a pleasant workplace where everyone can derive job satisfaction and realize the purposes in each life. For that purpose, all the members are expected to pursue the company's *raison d'être* in society as a Future-Creating Enterprise and keep trying.

“Let us continue to take on the transformation challenge!”

Conveying my sense of enthusiasm, now let me close my welcome address.

Thank you for coming on board.

April 3, 2023

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Representative Director, President

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