

April 1, 2025

Message from President to All Fresh Members (Summary)

Congratulations on joining us.

I am Yagi, President of Nissan Chemical Corporation.

Today, we are pleased to welcome forty-two new members into our company.

On behalf of the three thousand members of the Nissan Chemical Group, I would like to extend a warm welcome to all of you.

<Visions of Nissan Chemical Group>

We now face a highly uncertain and unpredictable world, questioning our societal raison d'être. In these drastically changing circumstances, Nissan Chemical has established a corporate philosophy: "Contribute to the protection of the global environment and the existence and development of humanity, offering the value sought by society." Under this philosophy, we continue to strive to solve social issues and enhance corporate value by focusing on the sustainable development of the global society and pursuing the realization of people's good lives and happiness in harmony with the environment.

In April 2022, we launched "Atelier2050," a long-term business plan that sets a goal for 2050. In that plan, we envisioned 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. As a stepping stone for our long-term plan, we also established "Vista 2027," a mid-term business plan, and have just completed its first three-year term, "Vista2027 Stage I."

Next month, the latter three-year term, "Stage II," will be announced. During this phase, we will continue to explore and expand our business fields, and also define our ESG-related Materiality (our numerical goals) internally and officially. Those goals include reducing greenhouse gas emissions, promoting diversity, enhancing human resource development, and raising the 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 further deepen and advance the sustainable operation of the Group.

<Message to Fresh Members>

What will be an ideal member of our Group in 2050?

We have established the Basic Stances common among all members to strengthen our unique corporate culture and foster a sense of unity within our organization.

Today, I would like to advise you on the key points to keep in mind as a Nissan Chemical member, in line with the three Basic Stances.

1. Harness Integrity as Your Power

First, please “harness integrity as your power!”

Under all circumstances, please trust and respect others and make an effort to help someone else. Those behaviors demonstrate your integrity, which is our corporate identity, a kind of DNA that has been passed down from our forerunners in an unbroken line through Nissan Chemical’s long history. Integrity also fosters a sense of responsibility in individuals who create things. In this sense, all of you are expected to initially respect and consider the other person’s situation, to work fairly and honestly, and in some instances, to tackle your tasks even if it is an inefficient or more prolonged way, so that you can be a respectable member of society.

Additionally, please bear in mind that prioritizing safety, compliance with laws and regulations, and adherence to ethical standards is essential above all else. Mr. Shibusawa Eiichi, one of our founders, whose portrait appears on the new note last year, said, “In conducting business, it is critical to maintain high moral standards while competing with one another.” You must conduct yourself at all times in accordance with social norms and corporate ethics.

2. Take a Forward Step with Vision

Second, let us “take a forward step with vision.”

I encourage all of you to have a fixed will to “become a key person in creating the future” and a strong aspiration, as well as the ability to imagine “a concrete vision of the future that you want to create.”

Under our personnel strategies, we present the concept of “let your purpose in life be your force.” A person who lives a worthwhile life “persistently pursues their resolute purpose, does not give up, and recognizes how they contribute to and are connected to society through work.” More importantly, they are “actively participating in the fields that they enjoy and are good at.”

To achieve such an ideal life, it is indispensable to develop your expertise and gain the trust of others. Acquiring and building knowledge, experience, or qualifications one by one will help develop your “skills.” Once skills are combined with passion, they will evolve into your “competency.” Please spare no effort to build your skills and competency while young. It is also essential to put yourself in a different atmosphere, interact with various people, and take a cut and try without fearing failure. I strongly suggest that you take advantage of the “self-start training” we have offered to new members for a long time, as well as the “10% Challenge” program, to allocate a certain number of hours during work to study or research a theme you have chosen. You don’t need to hesitate to step forward and take action with your vision.

3. Co-create Beyond Collaboration

Third, let us “co-create beyond collaboration.”

In our publicly announced human capital strategies, we have identified several key factors for human development, one of which is to produce human resources who can “co-create” new values by collaborating across borders rather than staying solely within their domains. Specifically, we will promote collaborative study using the “10% Challenge” program, joint research with external parties, and dispatch of personnel to overseas research institutes. Instead of working on “what you can” by yourself, consider how to co-create with your colleagues and others on “what you cannot,” and involve them to combine their respective strengths and individualities, working all together with unified energy and courage.

I am confident that innovation can be realized through “co-creation” when members share a passion and aspiration for such creation, essentially with the same aims to achieve.

I strongly hope all of you will learn and adopt those three stances and put them into practice.

Every person has a personal quality. Knowledge and experience acquired in society and company will bear insights on that soil, cultivating each dignity. Only an organization or company comprising a group of members with such dignity can gain high appreciation and recognition as a leading and trustworthy company. In this sense, I encourage you to make an effort to improve yourself both in your daily work and life, and enhance your dignity based on the three Basic Stances.

<Closing>

Again, I genuinely expect all members to pursue the company’s raison d’être in society as a Future-Creating Enterprise and continue to strive. To conclude my welcome address, I would like to offer a word of encouragement.

“Let’s Make It Happen!”

We will always support you in achieving your goal and purpose.

Thank you for coming on board.

April 1, 2025
YAGI Shinsuke
Representative Director, President

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