

April 1, 2026

## **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-four new members into our company.

On behalf 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 rapid social upheaval with numerous uncertainties mounting. These include geopolitical risks, climate change, natural resources and energy issues, and demographic change. At the same time, new possibilities have been emerging ceaselessly, such as AI and digital technologies, next-generation semiconductors, and technological revolutions in the environmental and energy sectors. In these circumstances, every corporation is required to have greater capacity than ever to continually create the value society seeks, rather than simply pursuing profits.

We, Nissan Chemical Corporation, have been providing unique value focusing on core technologies developed since our founding and leveraging diverse knowledge and expertise in chemicals, performance materials, agricultural chemicals, healthcare, and new business domains. Our long-term business plan, "Atelier2050," sets a goal for 2050: a "Future-Creating Company that grows through seeking to enrich people and nature," and under "Vista2027," the mid-term business plan, we are now striving to expand and deepen the existing businesses, create new business opportunities, and enhance our business foundations.

### **<Message to Fresh Members>**

Now, let me talk about the ideal member of Nissan Chemical.

We have established the Basic Stances that we would like every member to adopt to strengthen our unique corporate culture and foster unity within our organization.

#### **1. Harness Integrity as Your Power**

First, please "harness integrity as your power."

Always trust and respect one another. Spare no effort to help others. These attitudes reflect integrity, which is our corporate identity, like DNA, and the starting point to earn social trust in our company. In your work, whether in product development or administration, you should approach your tasks with sincerity, even if your methods are inefficient or unrefined, rather than just handling them tactfully. Please face others, facts, and responsibilities honestly. Consistently engage genuinely with colleagues, superiors, and everyone else you work with. Accept things as they are and acknowledge your roles and responsibilities in solving problems. Collecting these experiences will surely build a great deal of trust in you. That will be the source of your power.

## 2. Take a Forward Step with Vision

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

“For what should I work?” “What future do I want to create?”

During times of rapid change, it’s not a map held by someone that shows you the way forward. It’s a compass, called “vision” or a sense of purpose and problem awareness that you carry in your mind. Not only should you handle the assigned tasks routinely, but also integrate your vision into your work. By doing so, you will be able to truly grow, and your work will take on deeper meaning.

Additionally, as part of our personnel strategies, we introduce the idea “let your purpose in life be your force.” Please turn what you enjoy and excel at into your strengths. Use them in our business activities to contribute to society. With that goal in mind, you should build a strong foundation and develop your expertise. I highly recommend that you actively utilize the “self-start training,” the “10% Challenge” program, and other various systems. Step forward with your vision.

## 3. Co-create Beyond Collaboration

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

In today’s world, where problems have become very complex and more challenging, it’s difficult for one person to create significant value alone. It’s essential for you to connect with others who have diverse minds, knowledge, and experiences, and to build value together, rather than staying within your own domain. Instead of tackling “what you can do” alone, consider co-creating with your colleagues and others on “what you cannot do” yourself. Involve them in combining strengths and individualities, and working together with shared energy and courage.

I am confident that innovation can be realized through “co-creation” when members share the same goal on essential aspects and a passion and aspiration for such creation.

I sincerely hope you will learn and adopt these three stances: “Harness Integrity as Your Power,” “Take a Forward Step with Vision,” and “Co-create Beyond Collaboration.” Please put them into practice in your daily work. Every person has a unique quality. With experience, each insight will deepen, and dignity will grow over time. When individuals with dignity come together, they form an organization with dignity—our company, Nissan Chemical Corporation. I believe that when all members genuinely embrace these stances and maintain thoughtful attitudes, we can build a strong reputation and gain recognition as a trustworthy company.

As new members, each of you must have concerns. However, you have peers of the same age, senior colleagues, and superiors.

We will support you through challenges as a whole company. You don't need to fear mistakes or failures. Please make integrity your strength, take a step forward with your vision, and pursue and achieve "co-creation." Even if you don't reach your goal despite your earnest efforts, such an experience will help you learn and grow.

We encourage all of you to take on a challenge, and we will do everything to support you.

**<Closing>**

To conclude my welcome address, I would like to offer a word of encouragement.

"Make Things Happen!"

This means "to think for yourself, step forward, and realize it by joining forces with the people you work with."

I truly look forward to opening up the way for the future of Nissan Chemical together with all of you.

Congratulations on joining us!

April 1, 2026  
YAGI Shinsuke  
President and COO

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