

May 28, 2026

## **The Results of the Effectiveness Evaluation of the Board of Directors**

Nissan Chemical Corporation (headquartered in Chuo-ku, Tokyo; Representative Director, President and COO, YAGI Shinsuke) (the “Company” or “we”) hereby announces that it has approved the results of the effectiveness evaluation of our Board of Directors for fiscal year 2025 by resolution of the Board of Directors’ meeting held on May 26, 2026, as described below:

### 1. Overview of Effectiveness Evaluation of the Board of Directors

Every year since fiscal year 2015, the Company has analyzed and evaluated to assess whether our Board of Directors has fulfilled its key roles and responsibilities (“Effectiveness Evaluation”). For the evaluation process, primarily employing the self-assessment by the Board of Directors, the Company alternatively conducts a third-party evaluation every three (3) years using an external organization with no relationship of interest to us to ensure the neutrality and objectivity of the evaluation.

For the Effectiveness Evaluation for fiscal year 2025, the Board of Directors conducted it through a self-assessment. At its meeting held in April 2025, the board members shared the questionnaire responses, based on which it analyzed, evaluated, and discussed the issues to address. At its meeting held in May 2026, the board members further deliberated and confirmed the outcomes of their analysis and evaluation, the selection of priority issues to address, and the action plan to solve those issues.

### 2. Overview of the Results of the Effectiveness Evaluation

With the objective of performing its key roles and responsibilities, the Effectiveness Evaluation concluded that, generally, our Board of Directors was operating appropriately in its totality; improvements have been made to address issues identified in the Effectiveness Evaluation for fiscal year 2024. Thus, the effectiveness of our Board of Directors was positively assessed and confirmed as being sufficiently ensured.

### 3. Actions to Take

The Board of Directors acknowledged the following points as priority issues to address in fiscal year 2026 and confirmed the action plan to take as follows:

(1) Priority issues to address:

i) We should deepen our discussions on the Company's policies from a long-term perspective, including the next medium-term management plan.

ii) We should secure sufficient time to discuss the issues identified and confirm the progress of addressing them.

(2) Action plan:

i) We should focus on deliberation of the broad picture agenda, which will underlie the formulation of the next medium-term management plan, including the ideal state that the Company should aim for, and the optimal business portfolio for the Company.

ii) We should discuss how to make improvements in addressing the issues identified through the Effectiveness Evaluation, and monitor the progress of improving them.

Following the latest results of the Effectiveness Evaluation, the Company will further deepen discussions within the Board of Directors and advance actions to enhance its effectiveness. Moreover, by regularly measuring improvements through the Effectiveness Evaluation and aiming to further upgrade the effectiveness of our Board of Directors, we will remain committed to the Company's sustainable development and to increasing corporate value.

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