

To whom it may concern

April 2, 2018

**FY2018 Company Initiation Ceremony President's Message**  
**(summarized version)**

Good morning to all of our new employees. Let me congratulate you on joining Nissan Chemical Industries. I am very glad that 46 new associates have joined us today.

As president, and someone with more real-world experience, I'm going to make three points that I want you to keep in mind, as you take your first steps into the real world.

The first of these is "to be faithful." As a company, we have a tradition and a business culture of placing great value on being faithful and honest. Whether engaging in engineering or administrative duties, we all work for a chemical company. It means that we work with science and chemicals which obey the laws of nature. If you cut corners with the laws of nature, gaps start to appear. There are simply no shortcuts. Please bear that in mind at all times. In addition to legal and regulatory compliance, we are expected to uphold high ethical standards as business people, as a matter of course. Please also understand that achievements only come our way when we work as hard as we can, in a way that is faithful and honest.

The second point is "change is progress." These words have been my guiding principle from the moment I joined the company.

Companies have to change in order to grow and develop. Change is not something that occurs simply by doing what was done before. To achieve innovation, you need to constantly question changes that occurred in the past, as well as the work that lies ahead. You may have studied theories and established concepts at university, but you are entering a world where there are essentially no correct answers. You need to question those theories and concepts, and work with colleagues around you to figure out the right answer for you or your team. To do that, you will need to make the most of your abilities and knowledge.

After finishing the training, you are being assigned to your department in May. Some of the works assigned by the department will be repeated on a weekly, monthly and yearly basis. What you should bear is that you should avoid relying on the idea of doing your work the same way as before, when that time comes. It may take a tremendous amount of effort, but I'm sure you are all young and energetic enough to achieve that. Even if you fail at first, it's not a bad thing. When you fail, you get something from it, so that you can evolve as an individual. I hope that all of you will

take on the challenge of creating change. There is something inexplicable or mysterious about companies, where someone is always recognizing you if you are doing your best. And you will be rewarded if you do your best.

The third point is “to love your job.”

About five years after joining the company, I wondered whether my job was my true calling. No matter how much I thought about it, however, I was not able to find an answer. I decided to continue doing my given job diligently and make it more enjoyable. Through the process of trial and error, the moment came after all. I eventually realized that it was my true calling. I am convinced that the process of continually questioning myself while keep doing my work, and searching for my true calling, my mission in life, was an important experience.

I believe that one of the abilities that sort out professionals from amateurs is to follow through. This ability is based on passion and perseverance. I believe the best way to develop that is to approach your work head-on and to love your job. I hope that you will focus all of your efforts on your work, and truly fall in love with your job. That will give you the ability to follow through and enable you to perform to your full potential.

It will be a year of great change. In July, our head office will be relocated to Nihombashi and our corporate name will change to Nissan Chemical Corporation. Because we live in an age of uncertainty, we must continue to take on challenges without fear of change or failure, integrate our knowledge and join hands, thereby expanding and creating the future.

Finally, I would like to impart my warm welcome again, that is, “Let’s work hard together to achieve our own dreams” as colleagues of Nissan Chemical Group.

Congratulations once again on joining Nissan Chemical Industries.

Kojiro Kinoshita  
President & CEO

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