

April 1, 2024

## Message from President to All Fresh Members (Summary)

Congratulations on joining us.

Today, we are pleased to have fifty-two fresh members in our company.

On behalf of three thousand 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 a highly uncertain and unpredictable 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 by focusing on the sustainable development of the world society and pursuing the realization of people's good lives and happiness in harmony with the environment.

In April 2022, 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 that paints a picture of 2027.

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? We have the Basic Stances common among all members to strengthen our unique corporate culture and nurture a sense of unity as one

organization. Today, I want to advise you on what points you should always keep in 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.” After joining your respective departments or sections, I strongly recommend you visit various worksites, such as factories, laboratories, offices, and customers, to observe phenomena as much as possible with your own eyes and hear diverse opinions directly. Based on such studies, you should analyze and have deep insights into them from different angles.

Every member is encouraged to discuss in depth on an equal footing with no reserve. 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, you need to 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 behavior, for instance, trusting and respecting people and exerting efforts for someone else. It also leads to a sense of commitment as a person create things. I expect all of you to respect and think of the other person’s situation and work fairly and honestly, sometimes tackle your tasks even in an inefficient or longer way so that you become a respectable member of society.

### **2. Take a Forward Step with Vision**

Second, please “take a forward step with vision.” I ask all of 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.”

If you see something good as an extension of the status quo, it will lead to nothing, and no one will follow you. I expect you to make your antenna rise to social demand, pursue your aim, and be willing to continue to change. For that purpose, it is indispensable to develop your expertise and gain the trust of others. Acquiring and building up knowledge, experience, or qualification one by one will produce your “skills.” Once the skills are combined with passion, they will evolve into your “competency.” Please spare no effort to develop your skills and competency while young. It is also important to put yourself in a different atmosphere, interact with various people, and take a cut and try without fearing failure. Let alone keeping up your level of ability and diligently working on your tasks in the department or section you are assigned; I ask you to utilize “self-start training”

offered for fresh members every year and a platform called the “10% Rule” to appropriate a certain number of hours during work to study or research a theme you set. You do not need to hesitate to step forward and take action with your vision.

### **3. Create Together Beyond Collaboration**

Third, let us “create together beyond collaboration.” Last year, we announced our strategies regarding human capital. As one of the principles for human development, we have set a target to produce human resources who can “create together” new values through collaboration beyond your boundaries, not locking yourself in your territories.

“To create together” means to clash different ideas and opinions with other members 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 expect all of you to 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 consisting of members with such dignity can gain high appreciation and recognition as a leading company with dignity. In this sense, I strongly ask you to better yourself in your daily work and life by following the three Basic Stances.

#### **<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. With that aim, 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 1, 2024  
YAGI Shinsuke  
Representative Director, President

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