

## Stakeholder Engagement

### Policy and Basic Approach

The Nippon Kayaku Group aims to be a company that can respond to the trust of all its stakeholders—including employees, customers, suppliers, shareholders and investors, and local communities—and provide happiness and delight. We value dialogue with stakeholders and use a variety of opportunities and communication tools to continuously and appropriately disclose information and engage in two-way communication to improve our business activities. Looking ahead, in addition to meeting the expectations and demands of our stakeholders, we will continue to fulfill our responsibilities to society through our business activities.

### Stakeholders of the Nippon Kayaku Group



Stakeholders	Overview of the Initiative	Methods of communication
Employees	<p>We believe that the central players in all corporate activities are people: human resources. We respect the human rights of each and every employee and strive to create a workplace environment where employees can work with security and peace of mind. We aim to be a company where employees can feel their own growth and workplace motivation (job satisfaction) through work.</p>	<ul style="list-style-type: none"> <li>Talent Management System</li> <li><a href="#">Training to improve employee engagement</a> * Fostering a rewarding and comfortable working environment using the above</li> <li><a href="#">Compliance awareness surveys</a>, mental health checks</li> <li>Internal newsletters</li> <li><a href="#">Compliance Hotline</a></li> <li><a href="#">Discussions with labor unions</a></li> </ul>
Customers	<p>We strive to gain the trust and satisfaction of our customers by pursuing high quality and providing the best products, technologies and services with care and consideration for both social and environmental issues.</p> <ul style="list-style-type: none"> <li>Users of resins, colorants, catalysts and optical films / materials</li> <li>Healthcare professionals and patients</li> <li>Automotive module manufacturers</li> <li>Agrochemical manufacturers, wholesalers and retailers, agricultural cooperatives</li> </ul>	<ul style="list-style-type: none"> <li>Confirmation of needs through sales activities</li> <li>Improvement of products and services</li> <li>Plant / factory tours</li> <li><a href="#">Provision of information via our websites</a></li> <li>Customer satisfaction surveys</li> <li>Safety guidance on agrochemicals and suggestions on pest control methods</li> </ul>
Suppliers	<p>Together with our suppliers, we promote sustainable procurement in all aspects of the supply chain, from research and development to the procurement of raw materials, manufacturing, sales, and logistics, with consideration for respect for human rights and various other issues including environmental conservation, industrial health and safety, legal compliance and fair transactions.</p>	<ul style="list-style-type: none"> <li><a href="#">Purchasing briefings, visits, online meetings / interviews, exchanges of information through day-to-day business negotiations, etc.</a></li> <li><a href="#">Questionnaire surveys</a></li> </ul>
Shareholders and Investors	<p>We have established a Disclosure Policy and are working to ensure that shareholders and investors can appropriately understand the Company's business situation and various initiatives—by disclosing information in a timely, fair and impartial manner.</p>	<ul style="list-style-type: none"> <li><a href="#">Financial Results Briefing</a></li> <li><a href="#">General meetings of shareholders</a></li> <li><a href="#">Telephone conferences</a></li> <li><a href="#">One-on-one meetings</a></li> <li>Provision of information via <a href="#">websites</a> and <a href="#">integrated reports</a></li> </ul>
Local Communities	<p>We have established business locations around the world and act as a member of each local community. In addition to social contribution activities, we contribute to the sound, sustainable development of local communities such as by actively supporting the development of the next generation and exchanging information with local governments.</p>	<ul style="list-style-type: none"> <li><a href="#">Social contribution activities (plant festivals, cleaning activities)</a></li> <li><a href="#">Plant tours</a></li> <li><a href="#">Support for development of the next generation</a></li> <li><a href="#">Exchange of information with local governments</a></li> </ul>

## Instilling the KAYAKU spirit within the Company

The Nippon Kayaku Group is engaged in various initiatives to deepen employee understanding of its corporate vision and sustainable management policies, and to ensure that they are instilled throughout the entire Group.

So far, booklets containing the corporate vision and Group Action Guidelines have been translated into eight languages and distributed at each business site.

In FY2022, to coincide with the start of the new Medium-term Business Plan KAYAKU Vision 2025, we prepared an explanatory booklet detailing our corporate vision, sustainable management, the Medium-term Business Plan and the Nippon Kayaku Group Human Rights Policy and distributed it to all employees of the Group in Japan. The booklet will also be translated into the local languages of each business site and distributed accordingly.

We also promote understanding and instillment among employees by utilizing various opportunities and communication tools, such as the Nippon Kayaku Group Corporate Strategy Meeting and Medium-term Corporate Strategy Meeting, collective training such as training for new employees and training for newly appointed managers, e-learning, and internal newsletters.

We aim to achieve a sense of unity in group management by sharing our corporate vision and sustainable management policies among Group employees working in manufacturing, development, sales and management in various business categories around the world.



### KAYAKU spirit Promotion Efforts Using Kayakuma the Bear

We have created a mascot character called Kayakuma the Bear, to make KAYAKU spirit a concept that is more familiar to all Nippon Kayaku Group employees around the world. This character appears in the section of our internal newsletter where we introduce our sustainability activities and exemplary activities for implementing our corporate vision, using visual depictions that are easy to understand for all audiences. The mascot has also been incorporated into our daily stationery, including memo pads and clear file folders, and even the designs of our conference rooms. This ensures our employees are always aware of Kayakuma the Bear, and in touch with our corporate vision in all aspects of their work. We have filed for a trademark for Kayakuma the Bear and utilize the character widely as a symbol of the Nippon Kayaku Group in newspaper ads and on novelty items at company events such as factory festivals.

> [Kayakuma's Room](#)



Kayakuma the Bear, a mascot character



Conference room and employee locker

## Communication with Shareholders

The Nippon Kayaku Group holds the Ordinary General Meeting of Shareholders every June as an opportunity for communicating with its shareholders.

To provide our shareholders with business reports and voting resolutions in an easy-to-understand fashion, we are producing meeting notices in visual formats and providing English-language meeting notices on our Company website, sending out meeting notices at an earlier stage and providing electronic disclosure. For the Ordinary General Meeting of Shareholders in June 2022, a notice of convocation was sent 21 days prior to the date of the meeting. Prior to sending the printed notice, a notice of convocation was also disclosed digitally on the Company's website 28 days before the date of the meeting.

We are also trying to make it easier for our shareholders to exercise their voting rights by installing an electronic voting system whereby shareholders may cast their votes using PC or smartphone, as an alternative to paper voting forms.

In addition, we send out a shareholder newsletter every six months so that our shareholders can stay informed about our businesses and other topics.

> [Notices of convocation of the Ordinary General Meeting of Shareholders, etc.](#)

> [Shareholders' newsletters](#)



General meeting of shareholders

## Communication with Institutional Investors and Securities Analysts

### Holding IR Meetings and Telephone Conferences about Financial Results

The Nippon Kayaku Group holds quarterly IR meetings about financial results for institutional investors, securities analysts and media personnel. During the COVID-19 pandemic, meetings have been held by means such as telephone conferences and a combination of actual venues and online meetings. At the briefing to explain the financial results for the fiscal year ended March 31, 2022, which was attended by all executive officers, we presented full-year financial results, forecasts of financial and non-financial results, explained the policies of the New Medium-term Business Plan KAYAKU Vision 2025 (KV25) and held a question and answer session.



Briefing on financial results for the fiscal year ending March 31, 2022, held both at an actual venue and remotely

## One-on-one Meetings

The Nippon Kayaku Group holds one-on-one meetings that communicate directly with institutional investors and securities analysts. Through these dialogues we strive to deepen their understanding of business conditions, management policies, ESG, and other issues.

## Round-table IR Conferences and Open House Tours at Plants

We host round-table IR conferences, open house tours of our plants and R&D briefings for institutional investors and securities analysts, to promote deeper understanding of the Nippon Kayaku Group's businesses.

## Website Development and Enhancement

The Nippon Kayaku Group website provides information on the Group's businesses and products, IR, sustainability and company information, etc.

We post information in a timely manner on our shareholder and investors' information pages, including details of our business content, management and financial policies, quarterly financial results briefings, integrated reports and shareholders' newsletters.

> [Investor relations information](#)