

Message from the President

Mission in **KAYAKU Vision 2025 (KV25)**

The Nippon Kayaku Group aims to be a company with a strong presence that can consistently provide happiness and delight to the environment, society and all stakeholders under the **KAYAKU spirit**.

The Nippon Kayaku Group's corporate vision is defined as the **KAYAKU spirit**: "Continuously providing society with the best products through ceaseless progress and the combined forces of our conscience." It is this **KAYAKU spirit** which has guided generations of employees ever since our foundation, imbuing us with the belief that we must work towards the greater good of both individuals and society. It is this **KAYAKU spirit** which forges the conviction that sustains our Group's strength. And, though our workplaces and job descriptions may differ, it is this **KAYAKU spirit** which serves as the reference point for the actions and judgment calls of every manager and employee.

Having determined where we want to be based on this **KAYAKU spirit** - "The Nippon Kayaku Group aims to be a company with a strong presence that can consistently provide happiness and delight to the environment, society and all stakeholders under the **KAYAKU spirit**" - we have devised a four-year Medium-term Business Plan to form our roadmap for getting there: **KAYAKU Vision 2025 (KV25)**, introduced in April 2022.

FY 2024 sees us enter the second half of **KV25**. With spiraling raw material costs and rising energy prices, our Group's operating environment continues to be tough. Hence, in response to our results and environmental changes over the past two years, we will reassess the profitability improvement efforts and portfolios of every business unit, and, through harnessing the Group's core strengths, steadily develop and establish our pillars of profitability. We will also seek a more accurate grasp of client and societal needs to deliver the necessary products, technologies and services. In that way shall we pursue compatibility between our quest for profitability and our desire to solve social problems, and strive to realize sustainable growth for both company and society.



From now on you will see our continued commitment to strengthening corporate governance and compliance actions, thereby enhancing our management base and raising the company's value via an ethically-grounded approach to sustainable business management. To our stakeholders, my message remains: I would humbly appreciate all the extra support you can spare.

Yours sincerely,

July 2024

Atsuhiro Wakumoto

Member of the Board

President and Representative Director