

# Human Capital

As expressed in our corporate philosophy, "We are Treating Humanity Treasuring Technology With Good Care," we recognize that people are an important asset for the execution and development of Nippon Chemical Industrial's unique sustainability management, and we believe it is important to cultivate a large number of human resources capable of carrying out such management. To this end, based on the "Promotion of the Growth Strategy and New Value Creation" policy set forth in the medium-term business plan (2024–2026), we aim to develop human resources capable of implementing three key measures: "Business expansion and strengthening the business structure," "Promotion of globalization," and "New value creation." We have also created three policies as our human resources strategy: "Securing diverse human resources," "Human resources development," and "Improvement of the work environment." In addition, we intend to build a sustainable corporate structure by raising the company as a whole to a higher level, based on our unique concept of fostering not only the individual but also the entire organization.

## Governance

With regard to our human resource strategy, following the management strategy determined by the Board of Directors, the Corporate Management Committee, consisting of the Representative Director & President and other executive officers who make up the Company's top management, examines and makes decisions on specific issues and measures (such as the establishment and reorganization of important organizations, and reformations of personnel systems), and confirms progress.

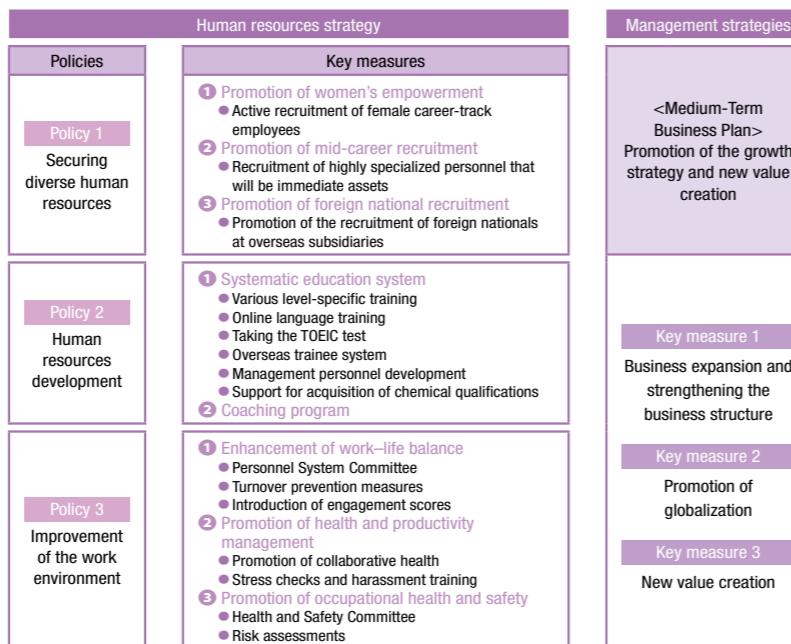
In addition, the Corporate Management Committee reports regularly to the Board of Directors, which monitors and supervises the contents of the reports.

## Strategy

In order to realize an expansion in our human resources that will help our organization to develop, securing human resources with various abilities as well as the growth of each employee are important. We have established a systematic education system that supports employees in autonomously developing their careers.

We are also developing a coaching program based on our unique standpoint of encouraging employees to act on their own initiative and of developing our organization as a whole.

Further, we will advance the development of a work environment that emphasizes diverse modes of work and work-life balance, and will also promote health and productivity management as well as occupational health and safety.



### ① Securing Diverse Human Resources

In order to respond to a rapidly changing business environment, it is necessary to utilize diverse perspectives and experiences. We aim to create a sustainable corporate structure by implementing the policies of the Promotion of Women's Empowerment, the Promotion of Mid-Career Recruitment, and the Promotion of Foreign National Recruitment.

#### <<Promotion of Women's Empowerment>>

In the promotion of women's empowerment, we are encouraging women to succeed while balancing work and life, and the expansion of opportunities for women to play an active role in the Company is essential to our future growth strategy. However, the percentage of female employees in career track and managerial positions in our personnel system remains low, at 9.9% as of March 31, 2025, and we recognize that increasing the number of female employees and preventing the occurrence of female employees leaving the Company permanently to raise children are important issues. Aiming to increase the percentage of women in managerial positions, we are promoting efforts to increase the ratio of women hired as new graduates (university graduates and above) to at least 30% as a target for FY2026.

#### <<Promotion of Mid-Career Recruitment>>

In order to secure human resources with diverse values and a high level of expertise who will be immediate assets, we are actively engaging in mid-career recruitment. We are promoting efforts to increase the percentage of mid-career hires to all hires (university graduates and above) to at least 20% as a target for FY2026.

#### <<Promotion of Foreign National Recruitment>>

We will further promote the recruitment of foreign nationals, primarily at our overseas subsidiaries.

## ② Human Resources Development

Employee training is one of the most important elements of a company's growth. In order to realize our "Promotion of the Growth Strategy and New Value Creation" policy, we have established a Systematic Education System to help each employee gain the latest knowledge and skills; acquire the knowledge, techniques, and skills necessary to perform their duties; and improve their abilities. In addition, we will implement a Coaching Program and encourage our employees to take the initiative with the aim of creating an organization in which each employee is able to consider what is needed and how to do it in order ensure that Nippon Chemical Industrial is a company that will last into the future.

#### <<Systematic Education System>>

In addition to on-the-job training (OJT) to improve the knowledge, techniques, and skills required for each employee through daily their work activities, we are expanding our educational opportunities, focusing on such areas as level-specific training, from new employees to executives; as well as the skill improvement and global human resource development programs that are necessary for employees to perform their work regardless of job level. Under the Basic Education Policy presented below, we provide educational opportunities as shown in the Education System Chart and Education System Chart by Level below. In addition to providing a variety of education and training opportunities, we actively support employees in acquiring chemical-related qualifications, such as the pollution control manager and hazardous materials officer qualifications. As a result, the percentage of employees with chemical qualifications is gradually increasing. In addition, we have introduced an online language training system and an overseas trainee system to develop global human resources. For employees in senior managerial positions, we will enhance our education system to develop the next generation of management personnel.

### Basic Education Policy

- Training will be conducted systematically, comprehensively, and on an ongoing basis in accordance with the Company's policies.
- Ability development is something that can be expected when each employee is motivated to improve and strives for self-development, and the Company will provide the necessary facilities and assistance at every opportunity.
- Those in leadership positions must foster an environment of ability development and always strive to take the initiative in self-development so as to lead by example.

### ■ Education System Chart

