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## New Year's Message to the Employees

Looking back on last year, the enormous natural disaster and the slowdown of the global economy affected our financial results to some extent. In such an unpredictable situation, I once again realized the importance of “preparation” in order to minimize risks.

In such a situation, we executed the final agreement on the business integration between Nippon Shokubai Co., Ltd. and Sanyo Chemical Industries, Ltd. in November 2019. The main purpose of this business integration is “preparation” for the future. As the competition intensifies in the global market, this business integration means “preparations” of both survival and further growth of the business.

Trade name of the integrated holding company was selected from more than 800 proposals from employees and was named “Synfomix Co.,Ltd.”(Phonetic symbol: sínfòmíks).I would like to deliver following three messages upon the establishment of “Synfomix Co.,Ltd.”

The first message is “Contributing to the creation of a sustainable society”. Synfomix Group will aim to enrich people’s lives in every aspect and contribute to the creation of a sustainable society for the future by hybridizing various possibilities and always challenging uncharted fields as well as producing innovative and unique values. In order to make “Synfomix” echo all over the world, let’s contribute to the creation of a sustainable society together.

The second message is “Combining the strengths of both companies.” Synfomix Group will aim to become a chemical manufacturer with both significant global presence as well as multiple businesses with strengths by combining Nippon Shokubai’s value chain of competitive materials and Sanyo Chemical’s solution business that addresses customers’ challenges. I believe Synfomix Group will surely achieve what could not be achieved by the single company.

The third message is “Accepting the differences and take advantage of them”. It is important to try to understand the differences of the two companies and to accept various opinions and ideas. Moreover, create the new ideas and the ways of working by hybridizing the different ideas. First off, prepare yourself “For The New Company” so that you can work on the new challenges with great expectations.

Safety and stable operation will be firmly continued this year as well. I wish you all a happy new year. Thank you.

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