Process of Value Creation

Nissan Chemical Group is developing its business activities in four business domains based on the five core technologies those have been cultivated over the years.

We aim to achieve sustainable growth together with society by making effort at the materiality identified by recognizing various social issues and changes.

Social Issues and Changes

Advanced climate change

Global crisis

Worsening health issues

Exacerbation of the food issues

Diversification of risk factors

Intensification of inter-corporate competitions

Changes in lifestyle

Increase of requests for CSR considerations in the Supply Chain

Increase of requests for consideration of health and safety in the work environment

Advent of a smart society

Labor shortage

Increase of interest in corporate governance reform

Increase of requests for information disclosure

Materiality

Business Domains

Create new technologies and products that meet emerging

Provision of new value for helping to enrich people's lives



Strengthening of Nissan Group's business base



Continuous improvement of responsible care activities



Information & Life Strength **Human Resources** R&D Capability Financial Base Chemicals & Affiliates

Core Technologies

Fine Organic Synthesis, Functional Polymer Design, Ultrafine Particle Control, Biological Evaluation, Optical Control

Business Model Future-Creating Enterprise that Responds to Social Needs

Strategies

"Progress2030" Long-Term Business Plan and "Vista2021"

Output (Main Products)

and latent needs

Information & Communication

Display Materials Semiconductor Materials Optical Interconnect Materials



Life Sciences

Agrochemicals Pharmaceuticals Veterinary Pharmaceuticals Biomedical Materials



Environment & Energy

Oilfield Materials Secondary Battery Materials



Chemicals & Affiliates Basic Chemicals

Fine Chemicals

with Unique, Innovative Technologies

Mid-Term Business Plan

Targets

Sales

FY2021: 250 billion yen FY2030: 300 billion yen

Operating Income

FY2021: 40 billion yen FY2030: 50 billion yen

Financial Indicators (FY2018)

Operating Margin: Above15%

ROE: Above 14%

R&D Expenses / Sales: Above 8%

Shareholder Return (FY2018)

Dividend Payout Ratio: 40% Total Payout Ratio: Maintain 70%

Proportion of women among employees in the main career track

FY2021: 10%

Greenhouse Gas

Emissions:

20% reduction from FY2011 level by FY2021

Emission rate (Emissions / sales): 40% reduction from FY2011

level by FY2021

Industrial Waste

FY2021:

99.5% or more recycling rate

Occupational Safety and Health

FY2021:

Zero accident that requires staff time off from work

Corporate Vision in 2030

"A corporate group which provides new values for helping to enrich people's lives by integrating internal and external knowledge with facing globally-changing society"

"A group of first-class pioneers who blaze a way to the future with enthusiasm by trusts they have built and skills they have cultivated"