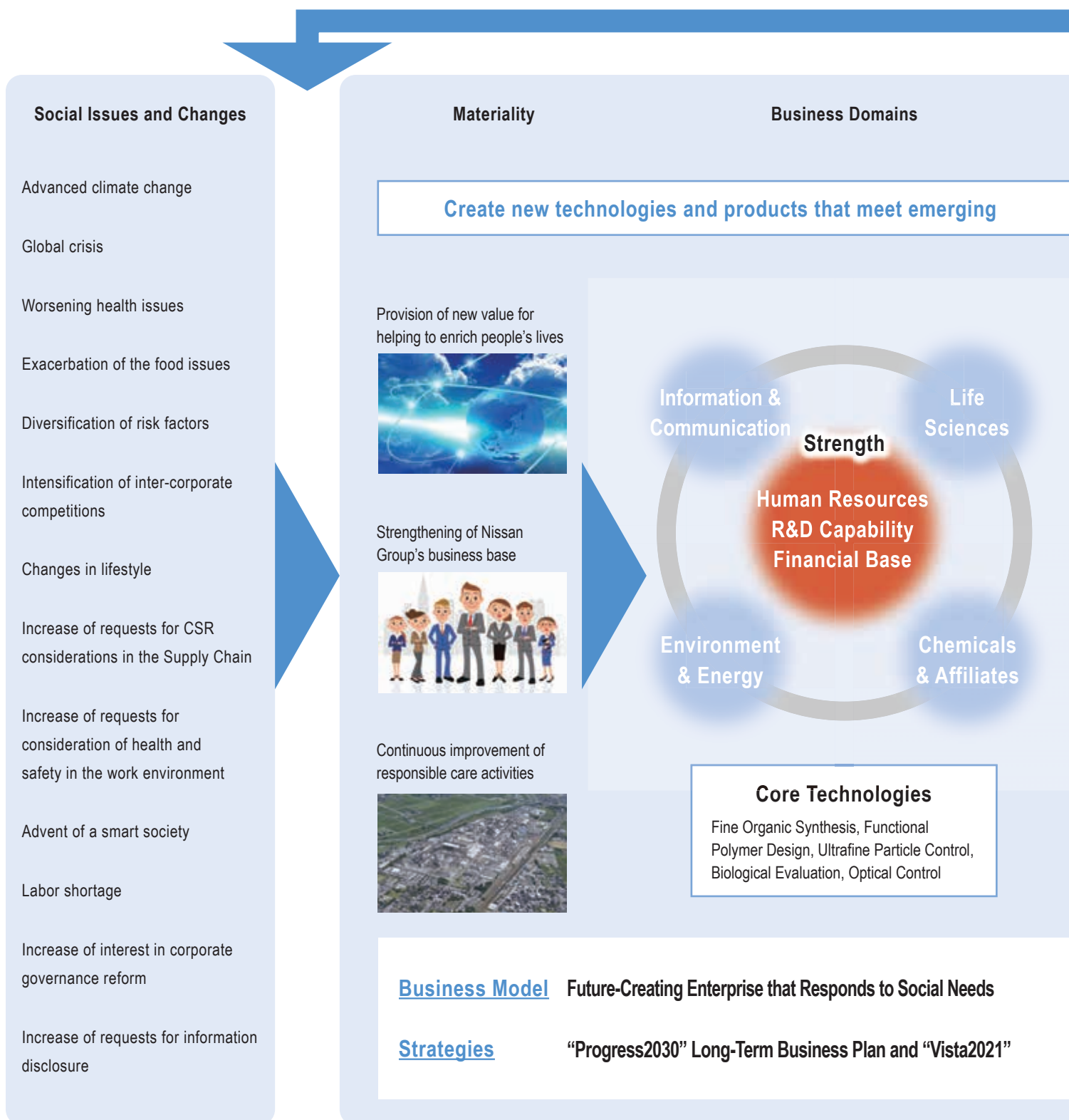


Process of Value Creation

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.

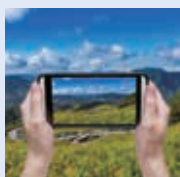


Output (Main Products)

and latent needs

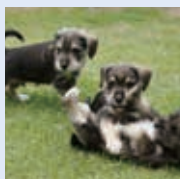
Information & Communication

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: Above 15%
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”