

## Business Strategies

# Chemicals

Most of the products of this division are comprised of industrial chemicals, such as ammonia and sulfuric acid, and derivative products/high-purity products that have been developed downstream with added value. These products are supporting people's lives in a wide range of fields. By building an efficient production system, we strive to provide excellent products and technologies while reducing the environmental burden.

**YOSHIDA Hajime**  
Executive Officer  
Head of Chemicals  
Division



## Social Issues and Needs

With the advent of a smart society and worsening of global environmental issues, various types of needs in several fields are increasing globally. In addition to general industrial use, we currently provide excellent products and technologies in a wide range of fields to contribute to solving social issues. Efforts include providing high purity chemicals for electronic component manufacturing applications, a high-grade urea solution for removing air pollutants, and use of proprietary cyanuric acid derivatives for improving water quality.

In addition, we established a manufacturing and supply system for our high-grade urea solution AdBlue<sup>®</sup> that decomposes nitrogen oxide contained in exhaust gas from diesel vehicles, which is considered to be the cause of air pollution, into nitrogen and water, thereby reducing environmental impact.

\* AdBlue<sup>®</sup> is a registered trademark of the Verband der Automobilindustrie.

## Business Vision

Our Chemicals business started with the manufacture of sulfuric acid and ammonia, which are basic raw materials for fertilizer. We contribute to the realization of a prosperous, safe, and continuously developing society by providing materials used in a wide range of fields, from basic chemicals to high purity chemicals and cyanuric acid based high-performance products.

## Fine Chemicals

Main products in this department consist of environmental chemicals, such as HI-LITE<sup>®</sup>, used for sterilization and disinfection of swimming pools and water purification tanks, and Venus<sup>®</sup> Oilclean, a microorganism formulation that decomposes oils and fats in wastewater from food factories, as well as the high-performance chemicals TEPIC<sup>®</sup>, derived from cyanuric acid that contains triazine ring, and melamine cyanurate. In addition to being used as a curative agent for coating powders, TEPIC<sup>®</sup> is seeing an increase in demand for use as an electronic material, for solder resist ink, sealants for LED, etc. Melamine cyanurate, which is also derived from cyanuric acid contains triazine ring, is used as a non-halogen flame retardant or an auxiliary flame retardant for various engineering plastics.

We are promoting research and development of proprietary cyanuric acid derivatives so that they can be used in a wider range of fields.

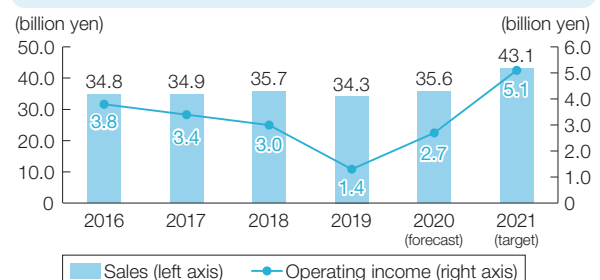
## Business Overview

### Basic Chemicals

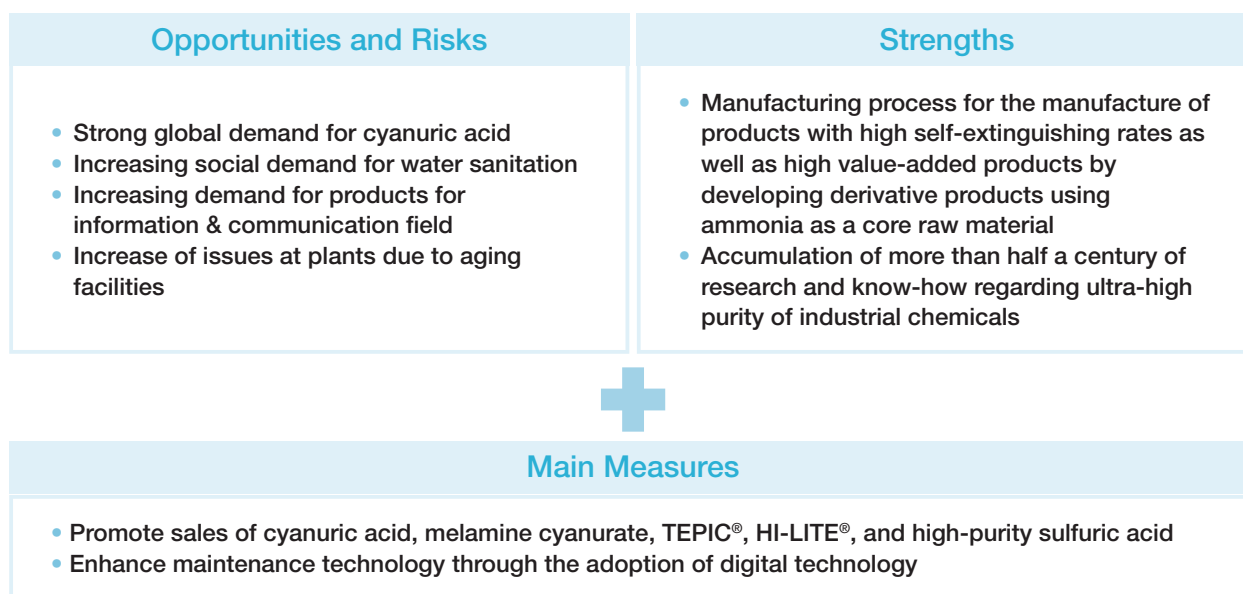
We provide industrial chemicals such as melamine, sulfuric acid, nitric acid, ammonia as well as our higher alcohol product FINEOXOCOL<sup>®</sup> to various industries. We are proud of its top-class production efficiency for melamine globally. Just as with our industrial chemicals, we are further improving the efficiency of our production system in order to create a stronger business structure against external factors such as a rise in fuel prices.

We are also manufacturing and supplying products to support cutting-edge fields, and providing products to the market such as high-purity sulfuric acid, nitric acid, aqueous ammonia and liquid ammonia from which impurities are removed to utmost level.

### Business Results and Outlook



## Stage II Business Strategies



### Sources of Growth and Progress in FY2019

#### Cyanuric acid

Cyanuric acid is a material used in **TEPIC®**, **HI-LITE®**, and melamine cyanurate, which is used as a flame retardant. In order to provide **TEPIC®** and **HI-LITE®**, which are sources of growth of this division, to the market without delay, we are proceeding with the expansion of cyanuric acid production facilities in preparation of sales increases. Construction is scheduled to be completed in December 2020.

#### **TEPIC®**

The high-performance chemical **TEPIC®**, which has a distinctive triazine ring, is used in a wide range of applications. For electronic material applications, we expect that demand for **TEPIC®** will continue to grow in various fields, including the information & communication field (5G base stations for solder resist ink applications, substrates for autonomous driving, etc.). In FY2019, although we have been affected in this area by price competition from inexpensive Chinese products at the general-purpose grade level, we will promote a sales strategy that is well suited for the high-quality grade level.

#### **HI-LITE®**

“Clean Water and Sanitation,” one of the SDGs, is an important global issue. We have started exporting some grades of **HI-LITE®** since they have been certified as materials for disinfectants for drinking water in areas where hygiene management is insufficient, such as in developing countries. We have established the goal for FY2021 of contributing to the improvement of drinking water quality for 2.5 million people a year globally. Preparations are being made so that we will be able to respond to expanding demand.

#### High-Purity Sulfuric Acid

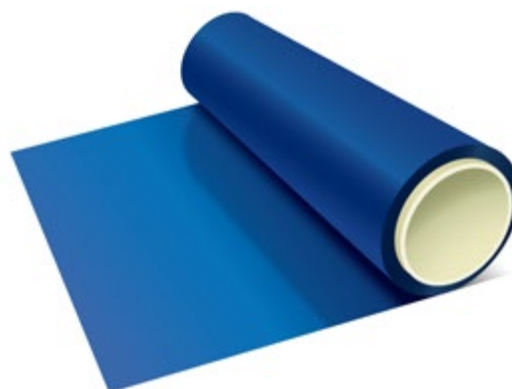
Demand for high-purity sulfuric acid is expected to grow in the information & communications field, a business field which will continue to grow. We also grasped the flow of maintenance investment plans of major semiconductor manufacturers to increase sales in FY2019 as well. We will continue to maintain high quality and high availability.

## Business Strategies

### Efforts Started After Stage II Initiation

The Chemicals business is susceptible to the effects of fuel prices, supply demand balance, and market environment. Therefore, we will continue to strive to secure stable earnings while flexibly reviewing business strategies in response to environmental changes.

We are focusing on the development and deployment of new products, mainly cyanuric acid derivatives, as a source of sustainable business growth. We started the full-fledged commercialization of STARFINE<sup>®</sup> (zinc cyanurate), from which effects as an additive for paints and adhesives can be expected. Together with the new grades of TEPIC<sup>®</sup>, it has already been evaluated by many users for various purposes.



Dry film resist made with TEPIC<sup>®</sup>-VL (new grade TEPIC<sup>®</sup>)

### Provision of Products for Helping to Enrich People's Lives

#### High-grade Urea Solution (AdBlue<sup>®</sup>)

AdBlue<sup>®</sup> is used in Selective Catalytic Reduction (SCR) which is a system for purifying nitrogen oxide contained in exhaust gas from diesel engines. When sprayed into exhaust gas, AdBlue<sup>®</sup> converts nitrogen oxide into harmless nitrogen and water, which helps to reduce environmental impact. Urea, the main component of AdBlue<sup>®</sup>, is a substance which is so safe that it is used in cosmetic products as a moisturizing agent, pharmaceuticals, fertilizers, and so forth.

\* AdBlue<sup>®</sup> is registered trademark of the Verband der Automobilindustrie.



AdBlue<sup>®</sup>

#### Venus<sup>®</sup> Oilclean

Venus<sup>®</sup> Oilclean is a microorganism formulation that decomposes oils and fats in wastewater from food factories and other facilities. Compared to the pressurized floating facility, which is a typical oils and fats in wastewater treatment system, the facility using Venus<sup>®</sup> Oilclean significantly reduces odors and workload as well as waste with simple equipment. Some major food factories have reduced the amount of waste derived from oils and fats to almost zero by introducing this product.

# Performance Materials

We will contribute to the realization of a smart society by promoting profitability of display, semiconductor, and inorganic materials, the three pillars of this business, and further expanding business size through new product development.

**ISHIKAWA Motoaki**  
 Managing Executive Officer  
 Head of Performance  
 Materials Division



## Social Issues and Needs

With the expansion of IoT and 5G as well as the evolution of AI and autonomous driving technology, our current society is transforming into a smart society where diverse systems interact to provide advanced services to everyone. The semiconductors, sensors, and displays that bring these technologies to life are also required to evolve. It is also expected to provide products that help protect the global environment and solve energy issues.

## Business Vision

In this rapidly evolving business, it is necessary to quickly and accurately grasp the needs and technological trends of the market and customers. For this, sales, research, and production, including overseas bases, are integrated, and we emphasize activities that are closely related to customers. In addition, we aim to contribute to the development of society by providing products and services that are useful to the world based on the high technological capabilities that we have cultivated.

## Business Overview

### Display Materials

SUNEVER<sup>®</sup>, a coating material to align liquid crystal molecules in a certain direction, serves as our primary display material. This product was made available for sale in 1989, and we have expanded our market share by increasing the functionality of alignment materials, even when the liquid crystal type used is changed from TN to STN or TFT. In addition, we started the sale of Rayalign<sup>®</sup>, a photo-alignment material for IPS liquid crystal, in 2014. This product is currently used in many smartphones that offer high screen resolutions. It is expected that product demand for Rayalign<sup>®</sup> will further increase in the future as tablet and monitor resolutions increase.

### Semiconductor Materials

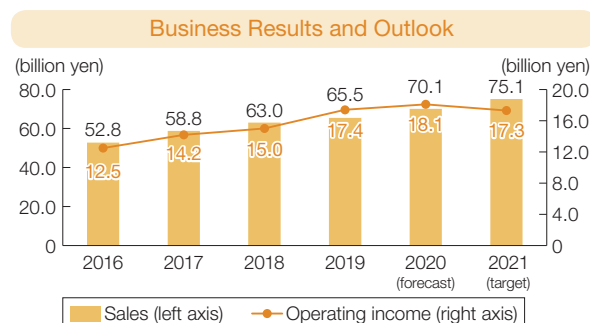
We started the manufacture and sale of ARC<sup>®</sup> <sup>\*1</sup> in 1998 based on a licensing agreement with US company, Brewer Science Inc. ARC<sup>®</sup> is a coating material designed to prevent issues such as irregular reflection and interference of light, and coating failure during micro-fabrication of the photoresist through lithography process. We launched OptiStack<sup>®</sup> <sup>\*2</sup> (multi-layer process materials) in 2007 which greatly expanded our business.

Currently, in preparation for the expected demand for EUV exposure technology (wavelength; 13.5 nm, semiconductor circuit width; 7 to 3 nm), we are developing EUV materials and also focusing on three-dimensional (3D) packaging technology preparing for the limits of optical shrink.

\*1, \*2 ARC<sup>®</sup> and OptiStack<sup>®</sup> are registered trademarks of Brewer Science, Inc.

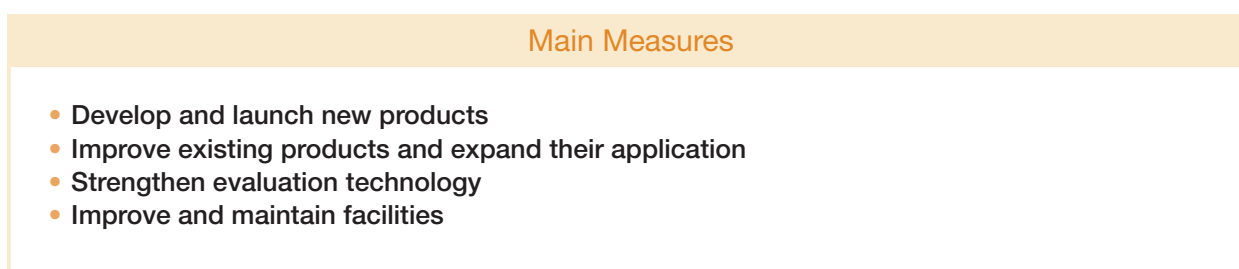
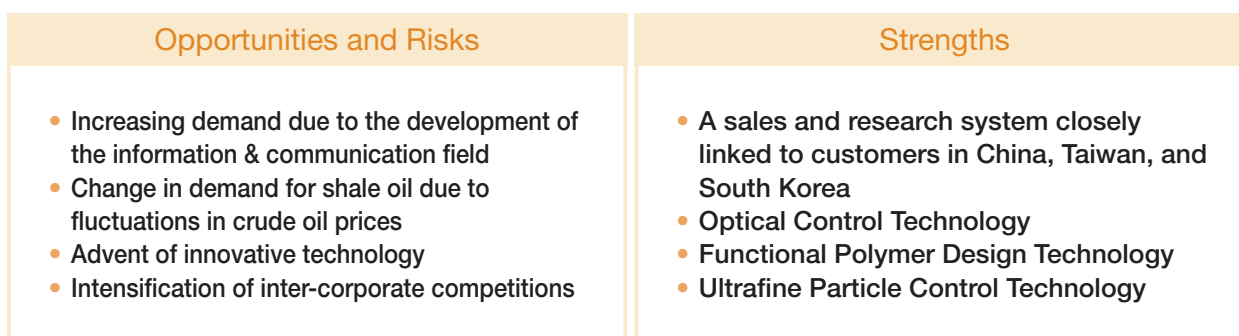
### Inorganic Materials

SNOWTEX<sup>®</sup>, a nano silica water dispersion serving as a fiber processing agent, went on sale in 1951. Now we also offer organosilicasol serving as an organic solvent dispersion, and monomer sol, a product that can be used without solvent. These products are indispensable materials used in coating materials for optical films and in abrasives for electronic recording devices and for other purposes. We are aiming to further expand product applications, including use as an agent to increase oil and gas extraction efficiency.



## Business Strategies

## Stage II Business Strategies



## Sources of Growth and Progress in FY2019

## Liquid Crystal Alignment Materials for TVs

Currently, our major materials for displays are alignment materials for smartphones and tablets, and especially the photo-alignment material for liquid crystal IPS. In the future, we will also use them for TVs. Although demand for LCD TVs is predicted to decrease somewhat, we predict that demand for alignment materials will continue to increase based on screen sizes. Also, since we believe that screen resolutions will continue to improve, we recognize that it is an important theme to accurately respond to technical requests from customers and expand the market share of our products. In FY2019, we were able to increase sales of alignment material for VA liquid crystal in line with the increasing demand for TVs.

## Agents to Increase Oil and Gas Extraction Efficiency

Crude oil development is concentrated in specific areas with excellent oil and gas wells and the production in those areas is increasing. However, it is said that extraction efficiency has reduced due to the phenomenon that oil recovery amounts have generally decreased due to crowded conditions in areas where wells are in close proximity. Based on this issue, we aim to improve extraction efficiency by developing applications for use of our inorganic materials. Sales were sluggish in FY2019 due to the fall in crude oil prices, falling below both FY2018 sales and planned targets. Under these circumstances, we will actively conduct field tests and strive to increase sales in order to focus on developing new applications for existing wells that are not easily affected by crude oil prices, including those outside the United States.



Shale oil drilling site

## Efforts Started After Stage II Initiation

### OLED Materials

OLEDs are thinner and lighter than liquid crystals, offer high-speed response, and possess excellent design characteristics, such as flexibility. They are being used more often in smartphones, high-resolution, large screen TVs and other products. Recently, sales of foldable smartphones with screens of OLED have begun. We are developing proprietary materials, including hard coat materials for surface protection, materials that enhance light extraction efficiency, anti-reflective coating alignment materials, and release layer materials, which contribute to improving the characteristics of smartphones. In addition, our company is also accelerating market development for ELsource<sup>®</sup>, a soluble hole injection material, NPAR<sup>®</sup>, a liquid-repellent bank layer material, and other materials which can contribute to reducing the cost of large TVs, production efficiency, and characteristics enhancement. We are also developing materials for next-generation self-luminous displays which will be the future display technology following OLEDs.



Smartphones with foldable displays

### Semiconductor Packaging Materials

Technologies related to high-speed, large-capacity information and communication such as IoT, 5G, and sensors, are making rapid progress. For this reason, further miniaturization and higher integration in the formation of electronic circuits are occurring. However, we are coming close to physical theoretical limits for shrinkage of interconnect and integration, so it is expected that issues will be overcome through further evolution of semiconductor packaging technology. In addition to circuit miniaturization, we have focused early on technology for 3D packaging with thinned semiconductor wafers. In 2013, we acquired all shares of German company, Thin Materials AG and incorporated their advanced processes and material development technology necessary for semiconductor packaging, making them our own technologies. We are also actively working on other next-generation semiconductor packaging technologies and development of markets related to sensors.



Image of integrated circuits board with 3D package

## Provision of Products for Helping to Enrich People's Lives

### SNOWTEX<sup>®</sup>, Aluminasol, Organosilicasol, and NanoUse<sup>®</sup>

Our inorganic materials on base of our ultrafine particle control technology can be used for a wide range of applications since it can be dispersed in various types of solvents. By using them for transformers and motors, it is possible to improve insulation performance and reduce energy loss. They also function as a catalyst binder and base material reinforcing material in the process of removing exhaust gas from factories and automobiles. By making the equipment more energy efficient and longer-life, these materials contribute to reducing environmental impact.



Image of exhaust gas removal

## Business Strategies

# Agricultural Chemicals

We contribute to a stable food supply through consistent business activities from the research for new agricultural chemicals to their development, manufacture, and sales, and expansion of a broad product lineup through the acquisition of ingredients from other companies and joint development of products.

**HONDA Takashi**  
Director, Managing  
Executive Officer  
Head of Agricultural  
Chemicals Division



## Social Issues and Needs

In addition to the conventional agricultural issue of efficiently preventing damage caused by pests and weeds during crop production, there is an increasing consumer needs to reduce pesticide residues on crops and reduce environmental impact.

We also recognize the importance of agricultural sustainability by small family-owned farmers, especially in Japan.

As a company that provides agrochemicals, we are making various efforts to solve social issues.

with competitors. However, since the launch of LEIMAY<sup>®</sup> (fungicide) in 2008, we have returned to introducing products developed in-house and started sale of GRACIA<sup>®</sup> (general purpose pesticide) in 2018. Additionally, we are actively pursuing the acquisition of other agrochemicals. For example, in 2002 we acquired Monsanto's herbicide business in Japan and began selling ROUNDUP<sup>®</sup> as one of our main products. In 2011, we launched ROUNDUP<sup>®</sup> MAXLOAD AL, a shower-type herbicide for households and later started sale of ROUNDUP<sup>®</sup> MAXLOAD AL II followed by ROUNDUP<sup>®</sup> MAXLOAD AL III, improved product versions, striving to provide products to address customer needs.

## Business Vision

In Stage II of Vista 2021, we aim for our entry into new agriculture related fields while focusing on our current business of providing distinctive chemically synthesized agrochemicals to farmers. For smart agriculture, which is expected to contribute to the maintenance and development of domestic agriculture, we started to provide a service this year to diagnose pests and weeds using a smartphone application and provide information on effective pesticides to farmers. Also, we are developing and examining so-called biopesticides that do not leave a residue on crops.

## Veterinary Pharmaceuticals

Through our development of agricultural pesticides, we have discovered compounds that are not only effective for use on agricultural crop pests, but also on fleas and ticks that are parasitic in dogs and cats, and have continued to examine these compounds as veterinary pharmaceuticals. In 2008, we entered a licensing agreement with Intervet Inc. Development of veterinary pharmaceuticals using Fluralaner, a compound invented by us, as an active ingredient has advanced.

Since launched in Europe and the United States under the brand name BRAVECTO<sup>®</sup> \* in 2014, veterinary pharmaceuticals containing Fluralaner as an active ingredient are now used in more than 100 countries and are leading the growth of Agricultural Chemicals Division.

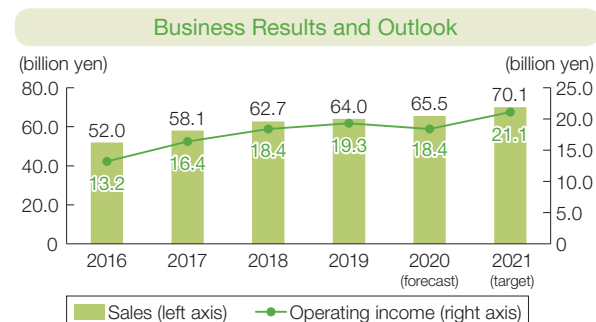
\* BRAVECTO<sup>®</sup> is a registered trademark of Intervet International B.V. and Intervet Inc.

## Business Overview

### Agrochemicals

Our agrochemical business started in the 1910s when our predecessors Nippon Seimi Seizo and Kanto Soda began manufacturing and selling insecticides and fungicides. Starting with TARGA<sup>®</sup> (herbicide for grassy weeds) launched in 1984, we have continued to manufacture and sell products developed in-house such as SIRIUS<sup>®</sup> (herbicide for paddy rice), SANMITE<sup>®</sup> (insecticide/acaricide) and PERMIT<sup>®</sup> (herbicide for paddy rice and corn), which have steadily improved profitability.

Afterwards, we experienced hard times as a result of in-house development delays and intensifying competition



## Stage II Business Strategies

Opportunities and Risks	Strengths
<ul style="list-style-type: none"> <li>• Continuous expansion of the overseas agrochemicals market</li> <li>• Labor shortage due to the population decline in Japan</li> <li>• Intensification of inter-corporate competitions</li> <li>• Supply shortages of active ingredients</li> <li>• Growth of the companion animal market</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to create distinctive, new agrochemicals from the core technologies of fine organic synthesis and biological evaluation</li> <li>• Experiences and track records spanning many years from research for new agricultural chemicals to manufacturing and sales</li> <li>• High level of motivation cultivated through maintaining high profit margins and continuous growth</li> </ul>



Main Measures
<ul style="list-style-type: none"> <li>• Rapidly popularize and promote sale of GRACIA®</li> <li>• Strengthen initiatives aimed at large-scale farmers, corporations, and general consumers</li> <li>• Steady development of new agrochemicals and pipeline creation</li> </ul>



### Sources of Growth and Progress in FY2019

#### GRACIA®

GRACIA®, a pesticide developed in-house, is fast-acting on a wide range of crop pests and has little impact on honeybees which are useful insects. It was released in South Korea in 2018 and went on sale in Japan in 2019. Sales of GRACIA® have been very strong, and it has already grown to become a major product with sales that have already exceeded the final year sales target provided in Vista2021.



GRACIA®

#### ROUNDUP®

ROUND NOZZLE® ULV5, a product that allows for dispersion of ROUNDUP® MAXLOAD in a way that reduces farmer workload, is gaining popularity. Sales of the product have grown since FY2018, the year when the effects of natural disasters and other occurrences were substantial.



ROUND NOZZLE®  
ULV5



ROUNDUP®  
MAXLOAD (200 L)

#### Fluralaner

Veterinary pharmaceuticals for companion animals and livestock containing Fluralaner as an active ingredient are available in more than 100 countries. In 2019, we launched a chewable tablet for dogs in China and obtained US approval for a spot-on compound for cats. Then in 2020, a chewable tablet for dogs (one-month chews for a puppy) was also approved in the United States. Along with the declining birthrate and aging population, the idea that companion animals are like a family to their owners is growing in popularity. We expect that the demand for veterinary pharmaceuticals will increase in the future as people become more aware about companion animal health.



BRAVECTO® tablets for cats



## Business Strategies

### Efforts Started After Stage II Initiation

In order to enhance our overseas product portfolio, we have acquired Quintec<sup>®</sup> (active ingredient: quinoxyfen) from Corteva Inc. This product is a fungicide that is effective in prevention of powdery mildew and is currently used mainly in vineyards in the US.

In addition, as in-house developed products, following the development of a fungicide (development code NC-241) and a herbicide for paddy rice flooding treatment (development code NC-653), we also started to develop a herbicide for application on stems and leaves of paddy rice (development code NC-656). Moreover, we have established a joint venture (Nissan Bharat Rasayan Private Limited) in India for the purpose of manufacturing the active ingredients in agrochemicals. From Stage II, by having this joint venture's manufacturing plant together with the Onoda Plant, we can respond to growing demand for our agrochemicals. We expect it will contribute to the growth of our agrochemicals business by a robust active production and supply system that is cost-competitive.



### Provision of Products for Helping to Enrich People's Lives

#### Exzolt<sup>®\*</sup>

As for products that use Fluralaner, our original active ingredient for veterinary pharmaceuticals, in addition to BRAVECTO<sup>®</sup>, which is designed for external parasites found on companion animals, Exzolt<sup>®</sup>, a veterinary pharmaceutical effective on chicken mites, was approved for marketing in Europe in 2017. This is a revolutionary product that can be administered in water supply systems for chickens, unlike the conventional method of exterminating chicken mites which has been inefficient and inadequate. Chicken mites not only reduce the spawning efficiency of chickens but are also problematic to poultry farmers since they are also parasitic on them. Exzolt<sup>®</sup> is able to very effectively eliminate these mites. Marketing approval of the product in Japan is expected to be obtained by the end of this year. We believe that it will help improve the lives of poultry farmers around the world.

\* Exzolt<sup>®</sup> is a registered trademark of Intervet International B.V. and Intervet Inc., a subsidiary of Merck & Co., Inc.



# Pharmaceuticals

By focusing on drug discovery and manufacture of active pharmaceutical ingredients, we are striving to develop better pharmaceuticals through a unique business model that does not have a sales department, licensing products which we have developed to pharmaceutical companies.

**OHRAI Kazuhiko**  
Executive Officer  
Head of Pharmaceuticals  
Division



## Social Issues and Needs

In Japan, a country with a declining birthrate and aging population, medical services and pharmaceuticals are becoming more important than ever. Lifestyle-related diseases are increasing due to changes in lifestyles. So awareness for increasing expectancies for healthy life is growing. As a solution, safer and more effective medicines, such as personalized medicine and preventive medicine, are desired.

## Business Vision

We entered the pharmaceutical business in 1982 and launched EPATEC<sup>®</sup>, an external preparation with ketoprofen as its main ingredient, as our first pharmaceutical product. Since mastering the pharmaceutical business from manufacturing to sale, we have continued challenges in the R&D of innovative new drugs by making full use of our strategically developed chemical compound library, our cutting-edge evaluation functions, and our fine organic synthesis technologies.

## Business Overview

### In-house Drug Discovery

The development of the anti-hypertension agent efonidipine hydrochloride marked our start in the drug discovery business. At the time of its development, drug development by major Japanese pharmaceutical companies was focused on antibiotics. We focused on drugs for hypertension and hyperlipidemia, paving the way for success. It was launched as LANDEL<sup>®</sup> in 1994 in Japan. LANDEL<sup>®</sup> is distributed by Zeria Pharmaceutical and Shionogi in Japan, and FINTE<sup>®</sup> is distributed by Green Cross in South Korea.

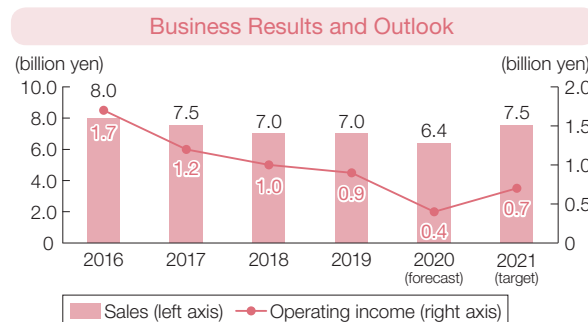
In 2003, LIVALO<sup>®</sup>, anti-cholesterol agent with pitavastatin calcium we developed as another one of our focus point, was launched by Kowa Pharmaceutical (current Kowa Company). Currently LIVALO<sup>®</sup> is sold in 28 countries around the world where it has been

approved. After its substance patent for Japan expired in August 2013, due to the decline in market share by generic drugs and the impact of drug price revisions, the domestic conditions continue to be harsh. The creation of new drugs is an urgent issue for us.

We are developing a therapeutic agent for thrombocytopenia and an anti-arrhythmic agent, aiming to quickly advance to the next stages of development.

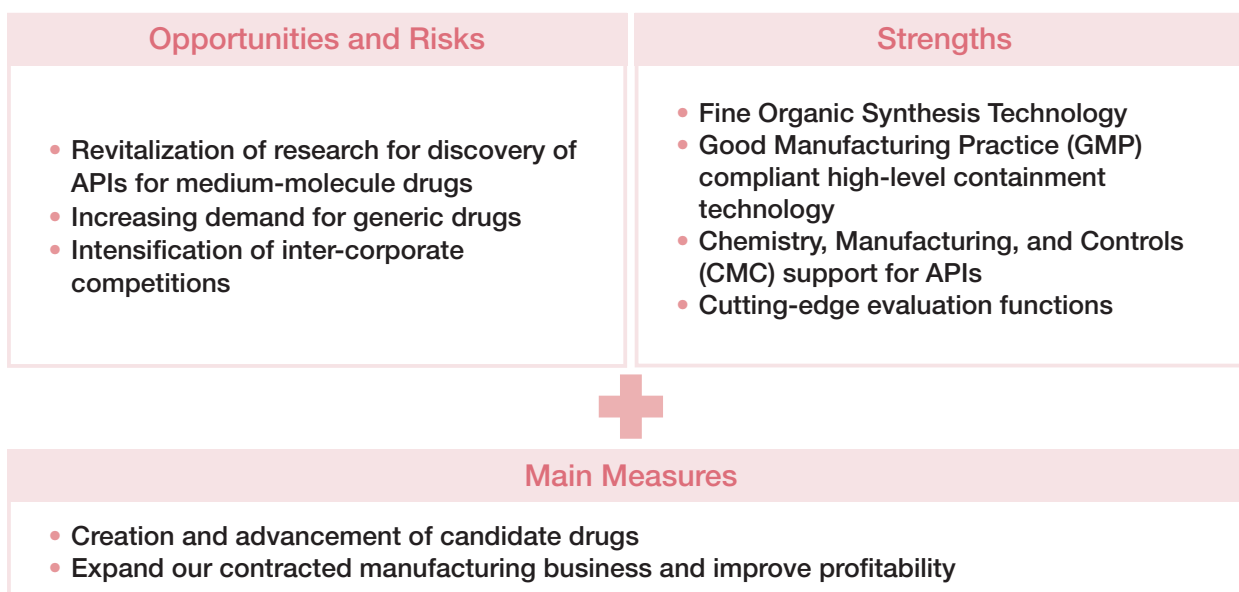
### Finetech<sup>®</sup>

We are developing contracting business that provides total technological support to customers for their development of active pharmaceutical ingredients (API). We engage in the contracted development of manufacturing process in the stages from pre-clinical to commercial production, as well as manufacture of API and intermediates in compliance with good manufacturing practice (GMP). Furthermore, we provide related services including quality designs, stability testing, impurity and metabolite sample synthesis, and creation of materials regarding drug master file application. Recently, we are expanding supply business of APIs of generic drugs that responds to the need for highly active drug substances that require fine organic synthesis and containment. In addition to our wide variety of asymmetric synthesis technologies, oxidation reaction technology using organic molecular catalysts, and prostaglandin derivative synthesis through a proprietary two-component coupling method, we also have an abundant amount of experience manufacturing in-house drugs and agrochemicals, and our strengths include multi-step synthesis and heterocyclic compound synthesis.



## Business Strategies

## Stage II Business Strategies



## Sources of Growth and Progress in FY2019

**Strengthening Initiatives for Creating Nucleic Acid Technology and Nucleic Acid Drug Discovery**

Nucleic acid drugs are attracting attention as a new chemical modality in pharmaceuticals. In 2018, we began joint research with Luxana Biotech for nucleic acid drug discovery, investing in the company in February 2020. In July 2019, we started joint research with Veritas In Silico on new small molecule drug discovery targeting nucleic acids.

**Concentration of Resource by Narrowing Down Diseases in Small Molecule Drug Discovery and Contracted Peptide Manufacture**

Small molecule drug discovery is concentrated in the cardiovascular disease and neurological disease fields based on ion channel evaluation capabilities. Peptide drugs have the advantages of antibody and small molecule and are expected to be new drugs that can be manufactured at low cost. We invested 900 million yen in 2018 in a third-party allocation of shares of PeptiStar, which is aiming to establish a stable supply system for APIs of constrained peptides. We will continue our research of new manufacturing technologies with the aim of dramatically reducing costs.

**Continuous Launch of Highly Bioactive Generic Drugs**

The demand for eldecalcitol, a drug for treatment of osteoporosis, is growing because the number of patients with osteoporosis is expected to increase due to population aging. Based on the production results of maxacalcitol, a highly active vitamin D3 drug, we are moving ahead with the development of eldecalcitol, which requires high-quality control because of the susceptibility to decomposition and impurities caused by oxygen, moisture, and heat in the air. We have established a stable supply system for the product launch in Japan in 2020 to develop it as a source of business growth.

We have set the foundation for actively working on each pharmaceutical modality (small molecule, peptides, and nucleic acids). Based on that, we aim to create innovative pharmaceutical products and expand our APIs and intermediates manufacturing business.

## Efforts Started After Stage II Initiation

In addition to developing a therapeutic agent for thrombocytopenia (NIP-022) and an anti-arrhythmic agent (NTC-801), we aim to license out at least two chemical compounds in Stage II among several drug candidate agents which are at the late stage of drug discovery. Also, drug discovery researches in early stages are focused on neurological diseases. To raise the probability of success, we will also concentrate research resources to collaborative drug discovery research with Shionogi and other pharmaceutical companies, and nucleic acid drug discovery research with Luxna Biotech.

Pitavastatin calcium, the API of LIVALO<sup>®</sup>, will serve as an important source for profits during Stage II as usual. As pressure to control prices increases, we aim to maximize value with stable production results and high-quality APIs.

It will take time to acquire results in in-house drug discovery business. Until then, our Finetech business will support our pharmaceutical business. In addition to our business of maxacalcitol, which contributed to Stage I profits, we will get our business up to speed in anticipation of the launch of the eldecalcitol as new generic drug in FY2020. Furthermore, we will start a contracted peptide manufacture in collaboration with PeptiStar, a company in which we have invested, using our overwhelming technological advantages, including liquid phase synthesis. During the final year of Stage II, we will proceed with a full-scale plan to transform Finetech<sup>®</sup> into a highly profitable business.

Our pharmaceutical business will continue to boldly challenge in-house drug discovery while supporting the backbone by our highly profitable Finetech business.

## Provision of Products and Services for Helping to Enrich People's Lives

### APIs Manufacturing (In-house drug discovery business and Finetech<sup>®</sup>)

We manufacture APIs at the Onoda Plant, which is located in Sanyo-Onoda City, Yamaguchi Prefecture. In addition to being GMP compliant, it is regularly inspected by domestic and foreign regulators and customers whose APIs are supplied, and its level of quality is highly evaluated.



### Contracted Peptide Manufacture (Liquid phase method technology)

At Chemical Research Laboratories located in Funabashi City, Chiba Prefecture, we are moving forward with preparations for our contracted peptide manufacturing business in which we utilize liquid phase method technology. Due to their nature, biological activity of peptides is demonstrated at microscopic levels. Therefore, we are conducting research and development in a special experimental environment in which peptides are physically contained.

### Nucleic Acid Drug Technology Platform

We are preparing to provide a technology platform based on basic drug discovery research using a unique nucleic acid chemical structure developed by Nissan Chemical and nucleic acid chemical element technology developed by Luxna Biotech. Furthermore, we are also engaged in research and development of highly safe and more effective nucleic acid drugs.



## Business Strategies

# Planning and Development Division

By combining our core technologies with new materials and technologies, we are striving to create new products and businesses with high added value that meet the needs of society. The Planning and Development Division was newly established in FY2020 to further accelerate development.

**SUZUKI Hitoshi**  
 Director, Managing  
 Executive Officer  
 Head of Planning and  
 Development Division



## Social Issues and Needs

Economic development and technological innovation have enriched people's lives and made them more convenient materially. However, there are various challenges for a sustainable society, such as the declining birthrate, population aging, and progressing climate change issues. We are making various efforts to create new businesses in order to contribute to a society which boasts health and longevity, an advanced information society, and an environmentally sustainable society.

## Business Vision

As a future-creating enterprise, we aim to realize a sustainable society by taking on the challenge of exploring the limitless possibilities of chemistry and creating high value-added products in response to customer "trust."

## Business Overview

### Life Sciences Materials

We are developing life sciences related materials in anticipation of entering the cosmetics market and the expansion of the regenerative medicine market.

In the cosmetics field, we have started sale of NANOFIBERGEL<sup>®</sup>, which is being used in a skin care item of a major cosmetics manufacturers. We are aiming to expand its demand as an additive for functional cosmetics to enhance penetration of its active ingredients.

In the field of regenerative medicine, in addition to FCeM<sup>®</sup> FP and FCeM<sup>®</sup>Cellhesion<sup>®</sup>, which are cell culture substrates, we are promoting the development of prevelex<sup>®</sup>, a product that controls protein and cell adhesion.

In the development of the FCeM<sup>®</sup> series, we are developing researching mass production methods for making them mainstream of cell culture substrates for mass production of undifferentiated iPS cells. Furthermore, in the field of mesenchymal stem cell manufacturing, we are developing Cellhesion<sup>®</sup> as a scaffold to manufacture inexpensively undifferentiated cells with high migration performance and enable autologous transplantation. In addition, prevelex<sup>®</sup> AP-1 has been confirmed to be more effective for preventing adhesion of proteins, peptides, etc. than competing products, and has been adopted for test and research applications.

### Information & Communication Materials

We are working on the development of new materials that support cutting-edge devices required to realize Society 5.0.

We will promote market development for materials including  $\mu$ LED-related materials attracting attention as next-generation displays with high brightness and high reliability, wafer-level package-related materials, and power semiconductor-related materials that are next-generation semiconductor technologies which break down the barriers associated with miniaturization, and optical interconnect materials that support high-speed, large-capacity data communications.

### Environmental-Friendly Materials

We are committed to the development of products that help expand renewable energy and lead to the popularization of bioplastics.

For lithium-ion batteries (LIB), we have developed FairCurrent<sup>®</sup>, an undercoat material that enables quick charging and long product life, and are aiming for its early commercialization.

We are proceeding with the development of ECOPROMOTE<sup>®</sup>, a resin additive for increasing the crystallization rate in the molding process and improving the molding cycle and heat resistance in order to solve issues related to polylactic acid (PLA), which is expected to be widely used as a bioplastic.

### For New Material Planning and Research Management

Through venture capital based investment, we are working to discover high-quality start-up companies and new development themes. We are working at the revitalization of development themes by introducing new materials in each field and accelerating commercialization by making licensing agreements with start-up companies, investing in them, and through mergers and acquisitions.

In addition, we are working to strengthen our research and development capabilities by promoting optimization of resources through the education and appropriate allocation of researchers, and by promoting determination and creation of new themes by the Theme Council in a timely manner.

## Stage II Business Strategies

### Opportunities and Risks

- Expansion of the regenerative medicine market
- Growth of the beauty & health market
- Increasing demand for technological development aimed at the realization of a low-carbon society
- Development delays and late arrival of expected new fields

### Strengths

- Ability to promote collaborative-based product creation with customers
- Thin film coating based interface control technology
- Fusion of functional material design and biological evaluation



### Main Measures

- Acceleration of development by allocating resources to important themes
- Achievement of standardization of our materials through participation in national projects
- Improvement of contact with customers and strengthening of solution proposals

### Sources of Growth and Progress in FY2019

#### NANOFIBER GEL<sup>®</sup>

In addition to the penetration enhancement effect of active ingredients such as vitamin A and vitamin C and the hair membrane effect, the effects of “improved cosmetic durability” and “shine control” were confirmed by adding NANOFIBER GEL<sup>®</sup> to makeup items. In the future, we will promote development by expanding the number of different types of items to use it in.



Shampoos and Conditioners

#### FCeM<sup>®</sup>Cellhesion<sup>®</sup>

It has been newly discovered that mesenchymal stem cells derived from elderly persons can also be cultured, and studies on autologous transplantation for these cells for the elderly have begun.

#### prevelex<sup>®</sup>

We designed and introduced our own unique coating equipment to better understand the needs of our customers. By manufacturing coated containers in-house, it has become a driving force in the adoption of coated products by container manufacturers.

#### FairCurrent<sup>®</sup>

In parallel with the provision of samples aimed at adoption in LIBs for electric vehicles, we have begun providing samples to domestic and overseas customers with a view of the consumer LIB market. We are accelerating practical use of FairCurrent<sup>®</sup> also through collaboration with venture companies.

## Provision of Products for Helping to Enrich People's Lives

### FCeM<sup>®</sup>Cellhesion<sup>®</sup>

Cellhesion<sup>®</sup>, one of the products in our FCeM<sup>®</sup> lineup, is a scaffold for mesenchymal stem cell culture. Clinical trial using mesenchymal stem cells are undergoing for medical issues for which there was no treatment, including brain/myocardial infarction as well as spinal cord injury. However, since the cost of a single treatment is 10 million yen or more, its high

price is a hurdle interfering with its spread. In 3D cultures using FCeM<sup>®</sup>Cellhesion<sup>®</sup>, high-quality cells can be produced in large quantities and at low cost at one time, which is expected to greatly contribute to cost reduction during transplantation.

