

# August 10, 2023

# **Presentation for Investors** 1Q FY2023 (April 1, 2023 - June 30, 2023) Financial Results

Translation of presentation materials for the conference call held on August 10, 2023

# Presented by DAIMON Hideki

Director, Senior Managing Executive Officer & CFO







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# **1Q FY2023 Financial Summary**



| 1Q vs. 1Q Outlook<br>as of May 2023 |                | <ul> <li>Sales above target #0.1 billion</li> <li>OP above target ¥0.5 billion</li> <li>Net Income above target ¥1.3 Billion</li> </ul> |  |  |
|-------------------------------------|----------------|---|--|--|
| 1Q                                  | vs. 1Q FY2022  | <ul> <li>Sales down ¥3.4 billion (-6%)</li> <li>OP down ¥2.3 billion (-13%)</li> <li>Net Income down ¥1.7 billion (-12%)</li> </ul>     |  |  |
| Share                               | holder Returns | <ul> <li>Completed a ¥5.0 billion share repurchase program<br/>(period: May - June 2023, 805 thousand shares)</li> </ul>                |  |  |
| FY2                                 | 023 Outlook    | FY2023 Outlook for 1H and full year remain unchanged<br>from those announced on May 15, 2023  |  |  |

Sales above target ¥0.1 billion

# 1Q FY2023 Financial Summary Compared to Outlook



|                                       |                   |                  | (¥billion)  |
|---------------------------------------|-------------------|------------------|-------------|
|                                       | 1Q FY2023 Outlook | 1Q FY2023 Actual | vs. Outlook |
| Sales                                 | 54.8              | 54.9             | +0.1        |
| Operating Profit                      | 14.5              | 15.0             | +0.5        |
| Non-Operating Income/Expenses         | 0.7               | 2.0              | +1.3        |
| Foreign exchange Gains/Losses         | 0.0               | 1.5              | +1.5        |
| Ordinary Income                       | 15.2              | 17.0             | +1.8        |
| Extraordinary Income/Loss             | 0.0               | 0.0              | 0.0         |
| Net Income <sup>1</sup>               | 10.9              | 12.2             | +1.3        |
| EBITDA <sup>2</sup>                   | -                 | 17.8             | -           |
| EPS (¥/share)                         | -                 | 87.40            | -           |
| OP Margin                             | 26.5%             | 27.3%            | +0.8pt      |
| FX Rate (¥/\$)                        | 128               | 137              | -           |
| Crude Oil (JCC) (\$/bbl) <sup>3</sup> | 92                | 84               | -           |

1. Net Income = Profit Attributable to Owners of Parent

2. EBITDA = Operating Profit + Depreciation and amortization

3. Based on Trade Statistics of Japan Ministry of Finance

# 1Q FY2023 Financial Summary YOY Change

|                                       |                  |                  | (¥billion)            |
|---------------------------------------|------------------|------------------|-----------------------|
|                                       | 1Q FY2022 Actual | 1Q FY2023 Actual | YOY Change            |
| Sales                                 | 58.3             | 54.9             | <b>-3.4</b><br>(-6%)  |
| Operating Profit                      | 17.3             | 15.0             | <b>-2.3</b><br>(-13%) |
| Non-Operating Income/Expenses         | 2.2              | 2.0              | -0.2                  |
| Foreign exchange Gains/Losses         | 1.7              | 1.5              | -0.2                  |
| Ordinary Income                       | 19.5             | 17.0             | <b>-2.5</b><br>(-13%) |
| Extraordinary Income/Loss             | 0.0              | 0.0              | 0.0                   |
| Net Income <sup>1</sup>               | 13.9             | 12.2             | <b>-1.7</b><br>(-12%) |
| EBITDA <sup>2</sup>                   | 19.7             | 17.8             | -1.9                  |
| EPS (¥/share)                         | 98.13            | 87.40            | -10.73                |
| OP Margin                             | 29.6%            | 27.3%            | -2.3pt                |
| FX Rate (¥/\$)                        | 130              | 137              | -                     |
| Crude Oil (JCC) (\$/bbl) <sup>3</sup> | 111              | 84               | -                     |

1. Net Income = Profit Attributable to Owners of Parent

2. EBITDA = Operating Profit + Depreciation and amortization

3. Based on Trade Statistics of Japan Ministry of Finance



(¥billion)

# Analysis of Changes in OP

|    | FY2023 Act    | tual Outlool             | vs. Outlook                            | FY2022 Actual                       | (¥)<br>YOY Change          |
|----|---------------|--------------------------|--|-------------------------------------|----------------------------|
|    | <b>15.0</b> b | illion 14.5 k            | illion +0.5billion                     | 17.3 billion                        | -2.3 billion(-13%)         |
|    | Chemicals     | vs. Outlook in line      |  |                                     |                            |
|    | Chemiouis     | YOY Change -0.8 billion  | Sales decrease in melamine(end of sa   | ales) and TEPIC, feedstock and ray  | w materials cost up        |
| 1Q | Performance   | vs. Outlook -0.1 billion | OP decrease due to sales decrease in   | n Semis Materials despite sales inc | rease in Display Materials |
|    | Materials     | YOY Change -1.4 billion  | Sales decrease in Semis Materials an   | d fixed cost up                     |                            |
|    | Agro          | vs. Outlook in line      | OP flat due to fixed cost down despite | sales of main products decrease     |                            |
|    | 7.9.0         | YOY Change -0.2 billion  | Sales decrease in Fluralaner API       |                                     |                            |
|    | Healthcare    | vs. Outlook +0.1 billion | Sales increase in Custom Chemicals     |                                     |                            |
|    | rioutillouro  | YOY Change +0.3 billion  | Sales increase in Custom Chemicals     |                                     |                            |

# Breakdown of Non-Operating Income/Expenses and Extraordinary Income/Losses

|  |                     |                     |            | (¥billion)           |
|--|---------------------|---------------------|------------|----------------------|
|  | 1Q FY2022<br>Actual | 1Q FY2023<br>Actual | YOY Change | 1Q FY2023<br>Outlook |
| Interest income,<br>dividend income            | 0.31                | 0.29                | -0.02      | 0.28                 |
| Equity in earnings of affiliates               | 0.23                | 0.54                | +0.31      | 0.57                 |
| Foreign exchange gains/losses <sup>1</sup>     | 1.69                | 1.48                | -0.21      | 0.00                 |
| Interest expense                               | -0.04               | -0.12               | -0.08      | -0.15                |
| Loss on disposal of non-current assets, others | 0.04                | -0.14               | -0.18      | -0.01                |
| Non-Operating Income/Expenses                  | 2.23                | 2.05                | -0.18      | 0.69                 |
| Extraordinary Income                           | 0.00                | 0.00                | 0.00       | 0.00                 |
| Extraordinary Losses                           | 0.00                | 0.00                | 0.00       | 0.00                 |
| Extraordinary Income/Losses                    | 0.00                | 0.00                | 0.00       | 0.00                 |

1. FX Rate (¥/\$): 2022/3 122.41, 2022/6 136.69, 2023/3 133.54, 2023/6 144.99

## Free cash flow in 1Q FY2023 was ¥7.2 billion, a decrease of ¥1.6 billion from 1Q FY2022

|   | 1Q FY2022<br>Actual | 1Q FY2023<br>Actual | YOY<br>Change |
|---|---------------------|---------------------|---------------|
| CF from operating activities  | 13.1                | 12.3                | -0.8          |
| Income before income taxes & non-controlling interests                                | 19.5                | 17.1                | -2.4          |
| Extraordinary losses (income)   | 0.0                 | 0.0                 | 0.0           |
| Depreciation & amortization <sup>1</sup>  | 2.5                 | 2.8                 | +0.3          |
| Income taxes paid   | -7.5                | -7.4                | +0.           |
| Working capital, others   | -1.4                | -0.2                | +1.3          |
| CF from investing activities  | -4.3                | -5.1                | -0.8          |
| Purchase of PPE   | -3.4                | -6.4                | -3.           |
| Purchase and sales of investment securities   | -0.4                | 0.0                 | +0.4          |
| Others  | -0.5                | 1.3                 | +1.3          |
| Free cash flow  | 8.8                 | 7.2                 | -1.           |
| CF from financing activities  | -18.0               | -10.6               | +7.4          |
| Payout to shareholders (dividend)   | -10.2               | -13.2               | -3.           |
| Payout to shareholders (share repurchase)   | -5.0                | -5.0                | 0.            |
| Borrowings  | -2.7                | 7.6                 | +10.          |
| Others  | -0.1                | 0.0                 | +0.           |
| Effect of exchange rate change on cash & cash equivalents                             | 0.8                 | 0.2                 | -0.           |
| Change in cash & cash equivalents   | -8.4                | -3.2                | +5.2          |
| Increase in cash and cash equivalents resulting from change in scope of consolidation | 3.1                 | 0.0                 | -3.           |
| Cash & cash equivalents at end of period  | 29.4                | 26.5                | -2.9          |

1. Including amortization of goodwill

# **Balance Sheets**

|          | Nissan Chemica |
|----------|----------------|
| <b>V</b> | CORPORATION    |

#### (¥billion)

|                       | 2022/6 | 2023/3 | 2023/6 | vs. 2023/3 |
|-----------------------|--------|--------|--------|------------|
| Current assets        | 172.6  | 189.4  | 184.6  | -4.8       |
| Cash                  | 29.4   | 29.6   | 26.4   | -3.2       |
| Accounts receivable   | 80.0   | 82.7   | 77.8   | -4.9       |
| Inventories           | 55.8   | 64.7   | 71.6   | +6.9       |
| Others                | 7.4    | 12.4   | 8.8    | -3.6       |
| Fixed assets          | 104.6  | 109.3  | 116.8  | +7.5       |
| Total PPE             | 56.9   | 64.7   | 72.1   | +7.4       |
| Intangible assets     | 12.0   | 11.5   | 11.4   | -0.1       |
| Investment securities | 29.8   | 27.3   | 27.6   | +0.3       |
| Others                | 5.9    | 5.8    | 5.7    | -0.1       |
| Total assets          | 277.2  | 298.7  | 301.4  | +2.7       |

|   | 2022/6 | 2023/3 | 2023/6 | vs. 2023/3 |
|---|--------|--------|--------|------------|
| Liabilities   | 67.5   | 77.2   | 83.3   | +6.1       |
| Accounts payable                                      | 18.5   | 19.9   | 17.4   | -2.5       |
| Borrowings  | 20.6   | 27.3   | 37.4   | +10.1      |
| Others  | 28.4   | 30.0   | 28.5   | -1.5       |
| Net assets  | 209.7  | 221.5  | 218.1  | -3.4       |
| Shareholders' equity <sup>1</sup>                     | 195.5  | 208.8  | 202.9  | -5.9       |
| Valuation difference on available-for-sale securities | 8.6    | 7.7    | 8.1    | +0.4       |
| Foreign currency<br>translation adjustment            | 2.2    | 1.7    | 3.4    | +1.7       |
| Non-controlling interests                             | 3.0    | 3.1    | 3.5    | +0.4       |
| Remeasurements of<br>defined benefit plans            | 0.4    | 0.2    | 0.2    | 0.0        |
| Total liabilities & net assets                        | 277.2  | 298.7  | 301.4  | +2.7       |
| Equity Ratio  | 74.5%  | 73.1%  | 71.2%  | ]          |
| D/E Ratio <sup>2</sup>                                | -4.5%  | -1.1%  | +5.4%  | ]          |

#### Breakdown of Investment Securities

|  | 2022/6       | 2023/3       | 2023/6       | vs. 2023/3  | 20 |
|--|--------------|--------------|--------------|-------------|----|
| Listed shares <sup>3</sup><br>(Number of stocks held,<br>Non-consolidated basis) | 19.3<br>(30) | 16.9<br>(26) | 17.4<br>(26) | +0.5<br>(0) |    |
| Unlisted shares  | 3.1          | 2.4          | 2.6          | +0.2        |    |
| Subsidiaries/Associate shares  | 7.4          | 8.0          | 7.6          | -0.4        |    |
| Total  | 29.8         | 27.3         | 27.6         | +0.3        |    |
| Strategic shareholdings<br>on net assets <sup>4</sup>                            | 9.9%         | 7.9%         | 8.3%         |             | 17 |

1. Change in shareholders' equity -5.9 = Net Income 12.2 – Dividend and others 18.1

3. 2023/3 16.9 + Acquisition 0.0 + Sales and valuation difference 0.5 = 2023/6 17.4

Reference 2018/3 30.0 (55)

17.0%

1.7

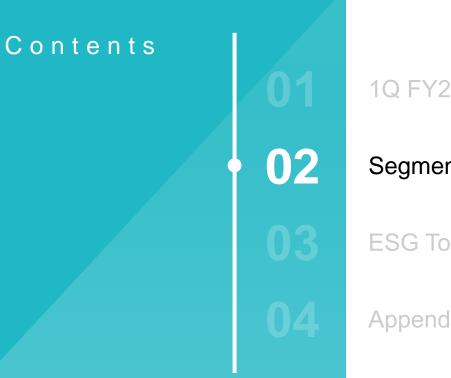
6.8

38.5

2. D/E Ratio = (Borrowings - Cash) / Shareholders' equity

4. Strategic shareholdings on net assets = strategic shareholdings (Non-consolidated basis, Listed shares + Unlisted shares) / Net assets (Consolidated basis)





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# 1Q FY2023 Financial Results YOY Change by Segment

| Nissan Chemical |
|-----------------|
| CORPORATION     |

|                  |       |                  |                  | (¥billion             |
|------------------|-------|------------------|------------------|-----------------------|
|                  |       | 1Q FY2022 Actual | 1Q FY2023 Actual | YOY Change            |
| Chemicals        | Sales | 10.4             | 9.1              | <b>-1.3</b><br>(-13%) |
| Chemicals        | OP    | 1.7              | 0.9              | <b>-0.8</b><br>(-46%) |
| Performance      | Sales | 21.8             | 20.8             | <b>-1.0</b><br>(-4%)  |
| Materials        | OP    | 7.9              | 6.5              | <b>-1.4</b><br>(-18%) |
| Agrochemicals    | Sales | 19.7             | 18.8             | <b>-0.9</b><br>(-5%)  |
|                  | OP    | 6.8              | 6.6              | <b>-0.2</b><br>(-4%)  |
| Healthcare       | Sales | 1.7              | 2.0              | <b>+0.3</b><br>(+18%) |
|                  | OP    | 0.8              | 1.1              | <b>+0.3</b><br>(+44%) |
| Trading, Others, | Sales | 4.7              | 4.2              | -0.5                  |
| Adjustment       | OP    | 0.1              | -0.1             | -0.2                  |
| Total            | Sales | 58.3             | 54.9             | <b>-3.4</b><br>(-6%)  |
|                  | OP    | 17.3             | 15.0             | <b>-2.3</b><br>(-13%) |

1. Including inter-segment sales/transfers

2. Trading: Nissei Corporation, Others: Nissan Butsuryu, Nissan Green & Landscape, Nissan Engineering,

NC Tokyo Bay (former name: Nippon Phosphoric Acid. Production of sulfuric acid. Added as a consolidated subsidiary from FY2023), Nihon Hiryo, and others Adjustment: Planning & Development Division and others (see p55, p56 for breakdown)

# **1Q FY2023 Financial Results Compared to Outlook by Segment**



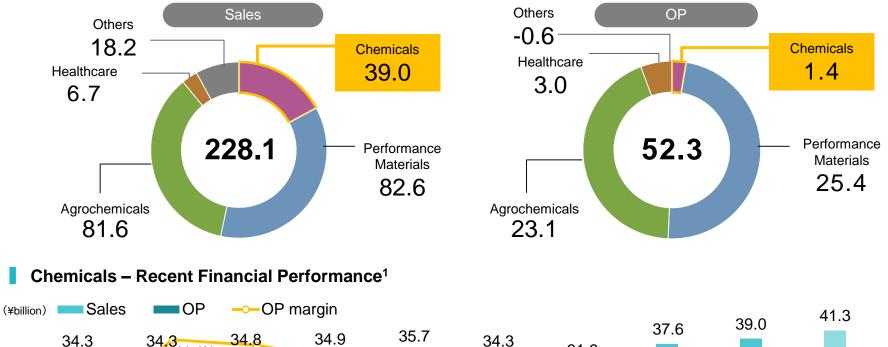
|                  |       | 1Q FY2023 Outlook | 1Q FY2023 Actual | vs. Outlook |
|------------------|-------|-------------------|------------------|-------------|
| Chemicals        | Sales | 9.4               | 9.1              | -0.3        |
| Chemicals        | OP    | 0.9               | 0.9              | 0.0         |
| Performance      | Sales | 20.5              | 20.8             | +0.3        |
| Materials        | OP    | 6.6               | 6.5              | -0.1        |
| Agrochomicals    | Sales | 19.2              | 18.8             | -0.4        |
| Agrochemicals    | OP    | 6.6               | 6.6              | 0.0         |
| Healthcare       | Sales | 1.9               | 2.0              | +0.1        |
|                  | OP    | 1.0               | 1.1              | +0.1        |
| Trading, Others, | Sales | 3.8               | 4.2              | +0.4        |
| Adjustment       | OP    | -0.6              | -0.1             | +0.5        |
| Total            | Sales | 54.8              | 54.9             | +0.1        |
|                  | OP    | 14.5              | 15.0             | +0.5        |

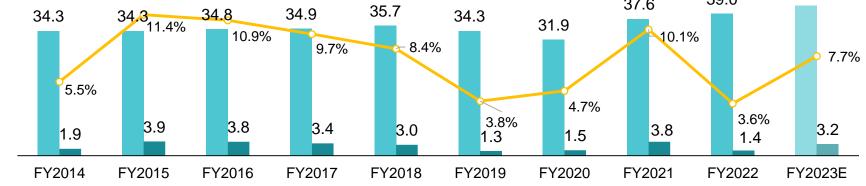
1. Including inter-segment sales/transfers

2. Trading: Nissei Corporation, Others: Nissan Butsuryu, Nissan Green & Landscape, Nissan Engineering,

NC Tokyo Bay (former name: Nippon Phosphoric Acid. Production of sulfuric acid. Added as a consolidated subsidiary from FY2023), Nihon Hiryo, and others Adjustment: Planning & Development Division and others (see p55, p56 for breakdown)

#### FY2022 Actual by Segment (¥billion)





1. Organizational changes were implemented in April 2022. FY2014-2020 Actual figures are based on old segmentation. FY2021 actual has been revised to reflect organizational changes in April 2022 (see p58, p59)

# **Sales Growth Rate of Main Products**



Fine Chemicals: [1Q]Sales YOY -29%, Sales below target
Basic Chemicals: [1Q]Sales YOY -2%, Sales below target

|                                      | 1Q FY2023 Actual | 1Q FY2023 Outlook |
|--------------------------------------|------------------|-------------------|
| Main Products                        | YOY Change       | YOY Change        |
| TEPIC                                | -66%             | -61%              |
| Environmental related products       | +16%             | +15%              |
| FINEOXOCOL                           | -25%             | -19%              |
| Total Fine Chemicals <sup>1</sup>    | -29%             | -26%              |
| Melamine <sup>2</sup>                | -100%            | -100%             |
| Urea/AdBlue <sup>®</sup>             | +33%             | +40%              |
| High purity sulfuric acid            | -13%             | -12%              |
| Nitric acid products                 | +71%             | +83%              |
| Total Basic Chemicals <sup>3·4</sup> | -2%<br>(+26%)    | +1%<br>(+30%)     |
| Total Segment <sup>3</sup>           | -13%<br>(+1%)    | -10%<br>(+4%)     |

1. TEPIC, Environmental related products, and FINEOXOCOL account for 85% of total Fine Chemicals sales (1Q FY2023 Actual)

2. The production of melamine terminated in June 2022 and sales ended in December 2022 (see p19, Restructure based on Shutdown of Melamine Plant)

3. Growth rate in parentheses excludes melamine for both FY2022 Actual and FY2023 Actual.

4. Melamine, Urea/AdBlue<sup>®</sup>, High purity sulfuric acid, and Nitric acid products account for 48% of total Basic Chemical sales (1Q FY2023 Actual)



# [1Q] Sales down ¥1.3 billion (melamine sales down ¥1.4 billion), OP down ¥0.8 billion

|      |                 |                  |                  | (¥billion) |
|------|-----------------|------------------|------------------|------------|
|      |                 | 1Q FY2022 Actual | 1Q FY2023 Actual | YOY Change |
| Sale | es              | 10.4             | 9.1              | -1.3       |
|      | Fine Chemicals  | 4.2              | 3.0              | -1.2       |
|      | Basic Chemicals | 6.2              | 6.1              | -0.1       |
| OP   |                 | 1.7              | 0.9              | -0.8       |

|           | [1Q] Sales dov  | vn, OP down       |           | [1Q] Sales                | down, OP flat  |
|-----------|---|-------------------|-----------|---------------------------|--|
|           | TEPIC for<br>general applications       Sales down (demand decrease)         TEPIC for<br>electronic materials       Sales down |                   | Melamine  | Sales down (end of sales) |  |
| Fine      |   | Sales down        | Basic     | Urea/AdBlue®              | Sales up (shutdown of melamine plant, price up)                        |
| Chemicals | Environmental<br>related products   | Sales up          | Chemicals | High purity sulfuric acid | Sales down   |
|           | FINEOXOCOL  | Sales down        |           | Nitric acid<br>products   | Sales up (volume & price up)<br>(nitric acid plant troubles in FY2022) |
|           | Feedstock and raw r   | materials cost up |           | Feedstock and             | raw materials cost up  |

Chemicals

# 1Q FY2023 Financial Results Compared to Outlook

# [1Q] Sales below target ¥0.3 billion, OP in line with target

|       |                 |                   |                  | (¥billion)  |
|-------|-----------------|-------------------|------------------|-------------|
|       |                 | 1Q FY2023 Outlook | 1Q FY2023 Actual | vs. Outlook |
| Sales |                 | 9.4               | 9.1              | -0.3        |
|       | Fine Chemicals  | 3.1               | 3.0              | -0.1        |
|       | Basic Chemicals | 6.3               | 6.1              | -0.2        |
| OP    |                 | 0.9               | 0.9              | 0.0         |

# Fine<br/>ChemicalsImage: Chemical systemFine<br/>ChemicalsTEPIC for<br/>general applicationsSales below target (volume down)TEPIC for<br/>electronic materialsSales above targetImage: Tepic for<br/>electronic materialsSales above targetImage: Tepic for<br/>electronic materialsSales above targetImage: Tepic for<br/>electronic materialsSales in line with targetImage: Tepic for<br/>electronic materialsSales below target

#### [1Q] Sales below target, OP above target

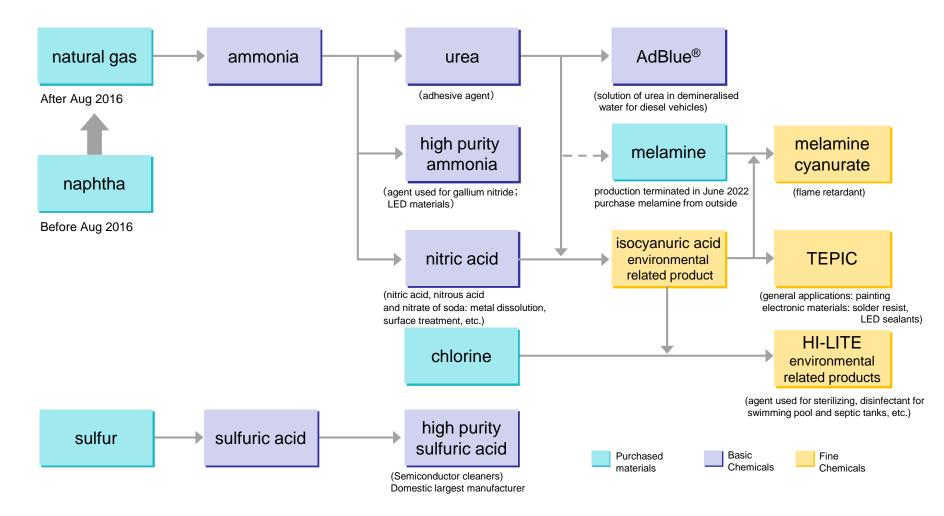
|           | Urea/AdBlue®              | Sales below target                  |
|-----------|---------------------------|-------------------------------------|
| Basic     | High purity sulfuric acid | Sales in line with target           |
| Chemicals | Nitric acid<br>products   | Sales below target                  |
|           | Feedstock and ra          | w materials cost below expectations |

#### Chemicals

# Flow Chart of Selected Basic and Fine Chemicals Products



- Core products are ammonia related products and sulfuric acid related products
- FY2022 ammonia domestic production capacity share 11%
- Focus on high value-added products, such as high purity sulfuric acid and TEPIC, instead of pursuing scale



**Chemicals** 

# **Restructure based on Shutdown of Melamine Plant**

As announced in August 2021, the production of melamine terminated in June 2022 and sales ended in December 2022
 We will concentrate its management resources on high value-added products and products with a high market share

#### 1. Sales • OP distribution (Total FY2018-2021)

|                                | Sales  | OP   | Main products  |
|--------------------------------|--|--|--|
| Ammonia-related products       | 92.5(66%)  | <b>1.9(20%)</b> ammonia, urea/AdBlue <sup>®</sup> , high purity ammonia, melamine acid, isocyanuric acid, Hi-LITE, TEPIC, melamine cyanure |  |
| Sulfuric acid-related products | 47.0(34%)       7.7(80%)       sulfuric acid, purified sulfuric acid, high purity sulfuric         FINEOXOCOL etc.       FINEOXOCOL etc. |  | sulfuric acid, purified sulfuric acid, high purity sulfuric acid |
| Others                         |  |  | FINEOXOCOL etc.  |
| Total Chemicals                | 139.5(100%)  | <b>9.6</b> (100%)  |  |

\*Among ammonia-related products, melamine has the highest sales but is in the red \*Total profit of ammoniarelated products other than melamine is in the black

(¥billion)

#### 2. Current status and prospects of melamine

Unlikely to secure stable profits in mid-long term, and to expect profit expansion by new investments

- World production capacity is twice of demand (our estimate)
- Domestic production capacity (2 companies including Nissan Chemical) is 3 times of demand (our estimate)
- Prices were on recovery trend from 2H FY2021 to 1Q FY2022, but sharply dropped afterward. Always unstable due to cheaper Chinese products (Chinese production capacity accounts for about 70% of the world)

#### 3. Actions to be taken

- (1) Melamine: (A) stop production permanently in June 2022, (B) end sales when inventory eliminated
- (2) Expand sales of Chemicals segment by concentrating on high value and high share products
- (3) Reassign melamine plant operators in Toyama plant
- (4) Continue to sell melamine derivatives by purchasing melamine as raw materials

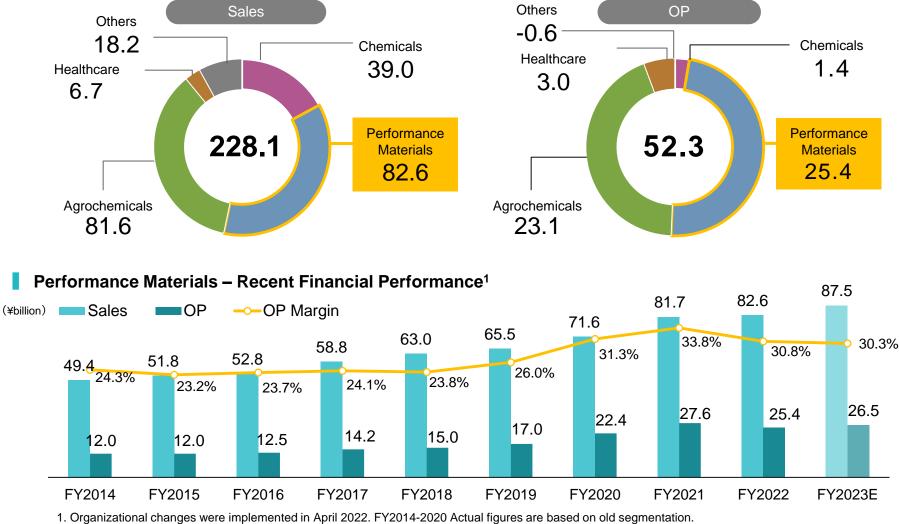
#### 4. Restructuring costs

Melamine plant shutdown related costs (extraordinary losses of 1.79 billion yen) were compensated by gain on sales of investment securities (recorded in 2Q FY2021)

#### 5. ESG

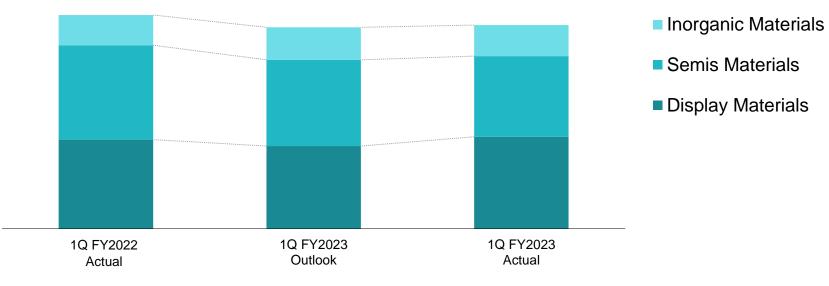
By shutdown of melamine, 26,000 GHG (t-CO2) or equivalent to about 7% of FY2018 GHG (see p40) estimated to be reduced

#### FY2022 Actual by Segment (¥billion)



FY2021 actual has been revised to reflect organizational changes in April 2022 (see p58, p59)

# Performance Materials Sales Distribution by Subsegment



#### Main Products

| Display Materials             | Semis Materials   |  | Inorganic Materials |   |                       |   |
|-------------------------------|---|--|---------------------|---|-----------------------|---|
| SUNEVER LCD alignment coating | ARC <sup>®</sup> Bottom anti-reflective coating for semis |  | SNOWTEX             | Silica sol for polishing materials<br>(silicon wafer,<br>compound semiconductors,<br>semiconductors CMP and etc.) |                       |   |
|                               | Multi layer<br>process                                    | Multi layer process materials for Semis (OptiStack®) |                     | and non-polishing materials<br>(special steel sheet and etc.)   |                       |   |
|                               | materials   |  | FUV                 |   | Organo/Monomer<br>Sol | Film surface treatment for electronic devices, resin additive |
|                               | materials   | EUV process materials                                | Oilfield materials  | For enhancing oil recovery  |                       |   |



- DP Materials: [1Q]Sales YOY +3%, Sales above target
- Semis Materials: [1Q]Sales YOY -15%, Sales below target
- Inorganic Materials: [1Q]Sales YOY +3%, Sales below target

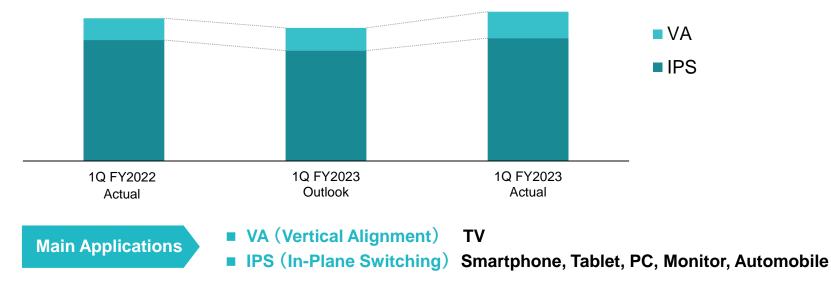
| Main Products                 | 1Q FY2023 Actual | 1Q FY2023 Outlook |
|-------------------------------|------------------|-------------------|
|                               | YOY Change       | YOY Change        |
| SUNEVER                       | +4%              | -7%               |
| Total Display Materials       | +3%              | -7%               |
| ARC®                          | -18%             | -11%              |
| Multi layer process materials | -15%             | -4%               |
| EUV materials <sup>1</sup>    | +15%             | -6%               |
| Total Semis Materials         | -15%             | -9%               |
| SNOWTEX                       | 0%               | +7%               |
| Organo/Monomer Sol            | -7%              | +18%              |
| Oilfield Materials            | +49%             | +21%              |
| Total Inorganic Materials     | +3%              | +8%               |
| Total Segment                 | -4%              | -6%               |

1. EUV materials: Total of Under Layer and Si-HM for EUV

# "SUNEVER" Sales Distribution by Mode



- 1Q: SUNEVER sales YOY +4%, sales above target
- The shift from other modes (rubbing IPS, etc.) to photo IPS is progressing steadily.



#### Sales Growth Rate by Mode

**Performance Materials** 

|                               | 1Q FY2023 Actual |             |  |
|-------------------------------|------------------|-------------|--|
|                               | YOY Change       | vs. Outlook |  |
| VA                            | Up(+20 ~ +29%)   | Above       |  |
| IPS                           | Up(+0 ~ +9%)     | Above       |  |
| Total SUNEVER (including TN1) | +4%              | Above       |  |

1. TN (Twisted Nematic) main applications is PC, Monitor

# [1Q]Sales down ¥1.0 billion, OP down ¥1.4 billion, Fixed cost up ¥0.8 billion in total

|       |                  |                  | (¥billion) |
|-------|------------------|------------------|------------|
|       | 1Q FY2022 Actual | 1Q FY2023 Actual | YOY Change |
| Sales | 21.8             | 20.8             | -1.0       |
| OP    | 7.9              | 6.5              | -1.4       |

|                            | [1Q] Sales  | s up, OP down   |                        | [1Q] Sales of                    | down, OP down   |  |
|----------------------------|-------------|---|------------------------|----------------------------------|---|--|
| Display<br>Materials       | Photo IPS   | Sales up (smartphone, large monitor, and automobile up) | Semis                  | ARC®                             | Sales down  |  |
|                            |             |   |                        | Multi layer<br>process materials | Sales down  |  |
|                            | Rubbing IPS |   | Materials              |                                  |   |  |
|                            | VA          | Sales up (partly market share up)                       |                        | EUV<br>materials                 | Sales up (EUV Under Layer: sales up due to increased customer production) |  |
| Fixed cost up ¥0.1 billion |             | ¥0.1 billion  |                        | Fixed cost up ¥0.6 billion       |   |  |
|                            |             |   |                        | [1Q] Sales                       | up, OP up   |  |
|                            |             |   | Inorgania              | SNOWTEX                          | Sales flat<br>(non-polishing up, polishing down)                          |  |
|                            |             |   | Inorganic<br>Materials | Organo/Monome                    | ner Sol Sales down  |  |
|                            |             |   |                        | Oilfield materia                 | als Sales up  |  |

# 1Q FY2023 Financial Results Compared to Outlook

#### 

[1Q]Sales above target ¥0.3 billion, OP below target ¥0.1 billion,

Fixed cost below expectations ¥0.1 billion in total

|       | 1Q FY2023 Outlook | 1Q FY2023 Actual | vs. Outlook |  |  |
|-------|-------------------|------------------|-------------|--|--|
| Sales | 20.5              | 20.8             | +0.3        |  |  |
| OP    | 6.6               | 6.5              | -0.1        |  |  |

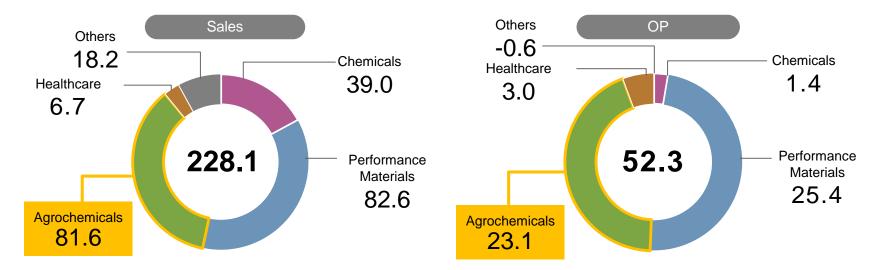
|                      | [1Q] Sales  | above target, OP above target                                  |                    | [1Q] Sales b                              | elow target, OP below target                                     |
|----------------------|-------------|--|--------------------|---|--|
|                      | Photo IPS   | Sales above target (smartphone and large monitor above target) |                    | ARC®                                      | Sales below target   |
| Display<br>Materials | Rubbing IPS | Sales above target   | Semis<br>Materials | Multi layer<br>process materials          | Sales below target   |
|                      | VA          | Sales above target   |                    | EUV<br>materials                          | Sales above target   |
|                      |             |  |                    | Fixed cost below expectation ¥0.1 billion |  |
|                      |             |  |                    | [1Q] Sales b                              | elow target, OP below target                                     |
|                      |             |  | Inorganic          | SNOWTEX                                   | Sales below target<br>(non-polishing and polishing below target) |
|                      |             |  | Materials          | Organo/Monome                             | er Sol Sales below target  |

**Oilfield materials** 

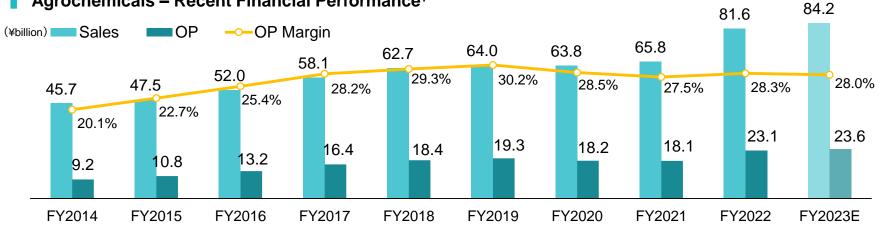
Sales above target

25

#### FY2022 Actual by Segment (¥billion)



#### Agrochemicals – Recent Financial Performance<sup>1</sup>



1. Organizational changes was implemented in April 2022. FY2014-2020 Actual figures are based on old segmentation. FY2021 actual has been revised to reflect organizational changes in April 2022 (see p58, p59)

# Sales Growth Rate of Main Products (before discount)



# [1Q] Sales YOY -5%, Sales below target

| Main Products<br>(Agro: in order of FY2022 |                               | Types                     | 1Q FY2023<br>Actual | 1Q FY2023<br>Outlook |
|--|-------------------------------|---------------------------|---------------------|----------------------|
| Sales                                      | amount)                       |                           | ΥΟΥ                 | YOY                  |
|  | ROUNDUP <sup>1</sup>          | Herbicide                 | -14%                | +2%                  |
|  | ALTAIR                        | Herbicide                 | -7%                 | +12%                 |
|  | TARGA                         | Herbicide                 | +10%                | -17%                 |
| Agro                                       | LEIMAY                        | Fungicide                 | -60%                | -46%                 |
|  | GRACIA                        | Insecticide               | +87%                | +58%                 |
|  | DITHANE                       | Fungicide                 | -21%                | -23%                 |
|  | PERMIT                        | Herbicide                 | +9%                 | -4%                  |
| Animal Health                              | Fluralaner                    | Animal Health<br>products | -4%                 | -3%                  |
|  | Total<br>Segment <sup>2</sup> | -                         | -5%                 | -3%                  |

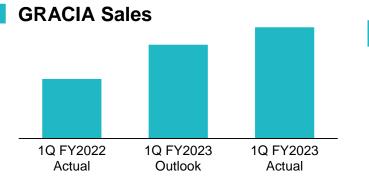
#### Reference

- No.1 in the domestic agrochemicals sales ranking (Oct 2020- Sep 2021)
- ROUNDUP Business Briefing (January 22, 2020)

Agrochemicals Business Briefing (September 28, 2022)

1. ROUNDUP AL for general household account for 33% of total ROUNDUP sales (1Q FY2023 Actual)

2. Total segment sales YOY include discount



#### Reference

FY2022 Presentation Materials (announced on May 15, 2023) Part2 p35 GRACIA Sales Growth forecast



# [1Q]Sales down ¥0.9 billion, OP down ¥0.2 billion, Fixed cost up ¥0.2 billion

|       |                  |                  | (¥billion) |
|-------|------------------|------------------|------------|
|       | 1Q FY2022 Actual | 1Q FY2023 Actual | YOY Change |
| Sales | 19.7             | 18.8             | -0.9       |
| OP    | 6.8              | 6.6              | -0.2       |

| Main<br>products | ROUNDUP(Herbicide)                | Sales down (ML&AL: volume down due to unfavorable weather)                          |
|------------------|-----------------------------------|---|
|                  | ALTAIR (Herbicide)                | Sales down (domestic: volume down due to increase of distribution inventory)        |
|                  | TARGA(Herbicide)                  | Sales up (export: good sales in Europe)   |
|                  | LEIMAY(Fungicide)                 | Sales down (export: sales down due to shipment skewed to 1Q in FY2022)              |
|                  | GRACIA(Insecticide)               | Sales up (export: sales expansion in Asia)  |
|                  | DITHANE(Fungicide)                | Sales down (export: sales down due to shipment shifted from FY2021 to 1Q FY2022)    |
|                  | PERMIT(Herbicide)                 | Sales up  |
|                  | Fluralaner(Animal health product) | Sales down (API: down due to shipment shifted from FY2021 to FY2022, royalties: up) |

# 1Q FY2023 Financial Results Compared to Outlook



[1Q] Sales below target ¥0.4 billion, OP in line with target, Fixed cost below expectations ¥0.4 billion

|       |                   |                  | (¥billion)  |
|-------|-------------------|------------------|-------------|
|       | 1Q FY2023 Outlook | 1Q FY2023 Actual | vs. Outlook |
| Sales | 19.2              | 18.8             | -0.4        |
| OP    | 6.6               | 6.6              | 0.0         |

|          | ROUNDUP(Herbicide)                | Sales below target (ML&AL: volume down due to unfavorable weather)                   |
|----------|-----------------------------------|--|
|          | ALTAIR (Herbicide)                | Sales below target (domestic: volume down due to increase of distribution inventory) |
|          | TARGA(Herbicide)                  | Sales above target (export: good sales in Europe)                                    |
| Main     | LEIMAY(Fungicide)                 | Sales below target   |
| products | GRACIA(Insecticide)               | Sales above target (export: sales up due to shipment shifted from 2Q to 1Q FY2023)   |
|          | DITHANE(Fungicide)                | Sales above target   |
|          | PERMIT(Herbicide)                 | Sales above target   |
|          | Fluralaner(Animal health product) | Sales in line with target  |

# **Main Products**

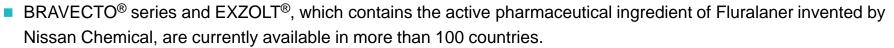


| Launch       | Products                           | Application  | Product<br>development<br>type | Notes  | Export ratio of<br>agrochemicals business<br>(FY2022 Actual) <sup>3</sup> |
|--------------|------------------------------------|--|--------------------------------|--|---|
| 2002         | ROUNDUP                            | Herbicide  | Acquired                       | Acquired domestic business from Monsanto, continuing to grow   | (FT2022 Actual)*  |
| 2008         | LEIMAY                             | Fungicide  | In-house                       |  |   |
| 2008         | STARMITE                           | Insecticide  | In-house                       |  | Domestic<br>sales   |
| 2009         | PULSOR (THIFLUZAMIDE)              | Fungicide  | Acquired                       | Acquired world business from Dow   | 53% Export  |
| 2009<br>2010 | PREVATHON<br>ROUNDUP AL            | Insecticide<br>Herbicide                               | Licensed-in<br>In-house        | Licensed from DuPont<br>For general household shower-type herbicide market, launched<br>ROUNDUP AL II in FY2016 and AL III in FY2017, growing sharply  | sales<br>47%  |
| 2011         | ALTAIR                             | Herbicide  | In-house                       | Launched in Korea in FY2011 and in Japan in FY2012   |   |
| 2013         | Fluralaner                         | Animal health product                                  | In-house                       | Started to be supplied to MSD <sup>1</sup> in July as scheduled  |   |
| 2014         | BRAVECTO <sup>®2</sup>             | Veterinary medical<br>product for companion<br>animals | -                              | Launched in several countries in EU in April 2014,<br>in the USA in June 2014 and in Japan in July 2015  | - Distribution by Region  |
| 2015         | TREFANOCIDE                        | Herbicide  | Licensed-in                    | Acquired by Gowan from Dow,<br>exclusive sales right in Japan transferred to Nissan Chemical   | North/Central/<br>South America   |
| 2017         | NEXTER                             | Fungicide  | Licensed-in                    | Licensed from Syngenta   | 14%   |
| 2017         | TRANSFORM™ / EXCEED™ /<br>VIRESCO™ | Insecticide  | Licensed-in                    | Licensed from Dow  | Asia<br>29%   |
| 2017         | EXZOLT <sup>®2</sup>               | Veterinary medical<br>product for poultry              | -                              | Launched in EU in September for poultry red mites by MSD   |   |
| 2018         | GRACIA                             | Insecticide  | In-house                       | Effective against a wide range of serious pests, having less negative impact on honeybees. Launched in Korea in FY2018, in Japan in FY2019, and In India and Indonesia in FY2021 (expected peak sales ¥10.0 billion) | Europe/Africa<br>57%  |
| 2019         | QUINTEC (QUINOXYFEN)               | Fungicide  | Acquired                       | Acquired world business from Corteva. Protective fungicide highly<br>effective in controlling powdery mildew in fruits and vegetables  |   |
| 2020         | DITHANE (MANCOZEB)                 | Fungicide  | Acquired                       | Acquired Japan and Korea business from Corteva in December 2020.<br>Protective fungicide with significant efficacy against various plant<br>diseases in fruits and vegetables  | Expected peak<br>sales of new   |
| 2024         | NC-653 (DIMESULFAZET)              | Herbicide  | In-house                       | Effective against resistant weeds, having excellent safety to rice (expected peak sales ¥3.5 billion)  | products  |
| 2025         | NC-520                             | Insecticide  | Joint<br>development           | Insecticide for paddy rice co-developed with other companies. Highly effective against planthoppers (expected peak sales ¥2.5 billion including mixture products)  | ¥31.0 billion   |
| 2027         | NC-656 (IPTRIAZOPYRID)             | Herbicide  | In-house                       | Our first foliar application rice herbicide with excellent efficacy against resistant grass weeds (expected peak sales ¥10.0 billion)  |   |

1. MSD: MSD Animal Health, the global animal health business unit of Merck 2. BRAVECTO<sup>®</sup>, EXZOLT<sup>®</sup>: the product names developed by MSD, containing the active substance Fluralaner

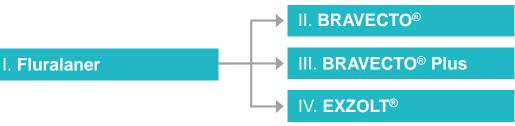
3. Including Fluralaner

# **API of Animal Health Product Fluralaner**



BRAVECTO<sup>®</sup>'s greatest feature is its effectiveness, which lasts up to 12 weeks (existing products last up to about 1 month)

**Agrochemicals** 





Nissan Chemical

CORPORATION

#### I. Fluralaner

- Invented by Nissan Chemical and supplied to MSD<sup>1</sup> as the active pharmaceutical ingredient of BRAVECTO® and EXZOLT®
- Currently, BRAVECTO<sup>®</sup> series and EXZOLT® are available in more than 100 countries
- Compound patent
  - Fluralaner's compound patent expires in March 2025, but many countries have a patent term extension system
    - Some EU countries including UK, France, Germany - already extended to February 2029
    - USA, etc. applications under examination

#### II. BRAVECTO®

- Developed and launched by MSD
- Veterinary medical products providing 12 weeks<sup>2</sup> of continuous protection for dogs and cats against fleas and ticks with immediate effect, nearly 3 times longer than any monthly products in the market.
- Chewable tablet for dogs
  - April 2014 EU, June 2014 USA, July 2015 Japan, July 2019 China
  - July 2020 monthly chews for puppies in USA
- Spot-on solution for dogs and cats
  - for cats: July 2016 EU, December 2016 USA, June 2018 Japan
  - for dogs: January 2017 USA and EU, January 2021 Japan

#### III. BRAVECTO<sup>®</sup> Plus

- A broad-spectrum combination spot-on solution for cats to treat internal and external parasite infestations
- July 2018 EU, December 2019 USA, January 2021 Japan

#### IV. EXZOLT®

- A poultry medicine against red mite launched by MSD (administered via drinking water)
  - September 2017 EU, thereafter, Korea and Middle East etc., July 2021 Japan
- A cattle medicine
  - September 2022 launched in Brazil, April 2023 launched in Mexico,
- A sheep medicine
  - March 2023 approved in Australia

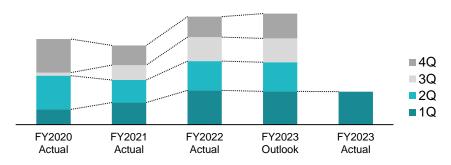
### Nissan Chemical's Revenues are Consisted from Following Two Factors

• Sales of Fluralaner to MSD as API<sup>1</sup> of BRAVECTO<sup>®</sup> and EXZOLT<sup>®</sup> products 1. API: Active Pharmaceutical Ingredient

·Running royalties received from MSD

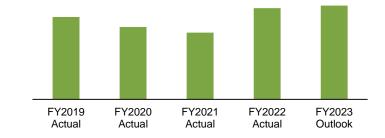
(including royalties)

FY2020-FY2023 Fluralaner Quarterly Sales



Royalties revenue used to be recognized in 2Q and 4Q until FY2020. Due to changes in accounting policies, it has been recognized in each quarter since FY2021 (see p57).

# FY2019-FY2023 Fluralaner Sales Image (including royalties)



Inventory adjustments for Fluralaner were completed in FY2021.

A large sales increase in FY2022 due to the shipments shifted from FY2021 to FY2022 and JPY depreciation. Actual exchange rate is ¥136/\$.

Assumed exchange rate for FY2023 is ¥128/\$.

## BRAVECTO<sup>®</sup> series and EXZOLT<sup>®</sup> R&D

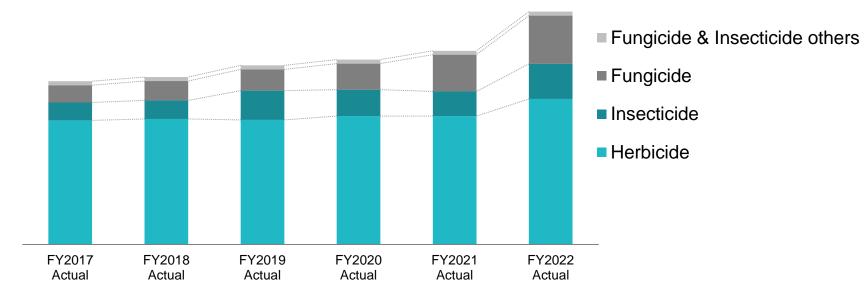
- MSD is developing several pipeline products which contain the API of Fluralaner (including new types of BRAVECTO<sup>®</sup> for pets)
- May 2023, BRAVECTO Quantum<sup>™</sup> injectable solution for dogs was approved in AUS

(feature: providing 12 months<sup>1</sup> of continuous protection) 1. 11 months for Rhipicephalus sanguineus ticks

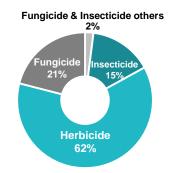
## Agrochemicals Agrochemicals Product Portfolio

Expand product portfolio through sales expansion of existing products, launching in-house developed products, acquisition and introduction of pesticides

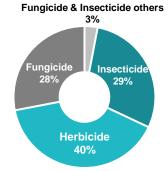
#### **Nissan Chemical Sales Trend**



Nissan Chemical Sales Distribution (FY2022)







# Joint Venture Company in India



- New API production site to ensure a stable global supply and reduce manufacturing costs
- Completed establishment as planned, NBR is added as a consolidated subsidiary from FY2022.
- Started commercial operation (March 2023)

**Agrochemicals** 

#### **Head Office** Gurgaon, Haryana (near New Delhi) Newly built in Saykha, Gujarat (land leased by Gujarat Industrial **Plant Location Development Corporation**) **Opening of** April 1, 2020 **Business** Manufacturing active ingredients of agrochemicals (GRACIA, LEIMAY, **Business** etc.) and exporting them to Nissan Chemical Number of About 120 (as of April 1, 2023) Operators Started from 4Q FY2022 **Plant Operating** Shareholders Nissan Chemical 70%, Bharat Rasayan Ltd (BRL)30% **Board of Directors** Nissan Chemical 5, BRL 2, Independent 1, Total 8

#### Nissan Bharat Rasayan Private Limited (NBR)

#### Bharat Rasayan Ltd (BRL)

| Foundation                              | 1989 (one of major Indian agrochemical companies)  |
|---|--|
| Listing                                 | National Stock Exchange of India(NSE), Bombay Stock Exchange (BSE)   |
| Major<br>Shareholders                   | Founders families including Sat Narain Gupta, Chairman 74.99%  |
| 2022 PL                                 | Sales INR 12,343 million, Net Income after Taxes INR 1,246 million   |
| Plant Location                          | 2 plants: (A) Dahej, Gujarat (B) Rohtak, Haryana   |
| Relationship<br>with Nissan<br>Chemical | BRL manufactures active ingredients and intermediates of Nissan<br>Chemical's products. Bharat Certis Agriscience, a related company of<br>Bharat group, distributes certain Nissan Chemical's products(TARGA,<br>PULSOR, PERMIT) in India |

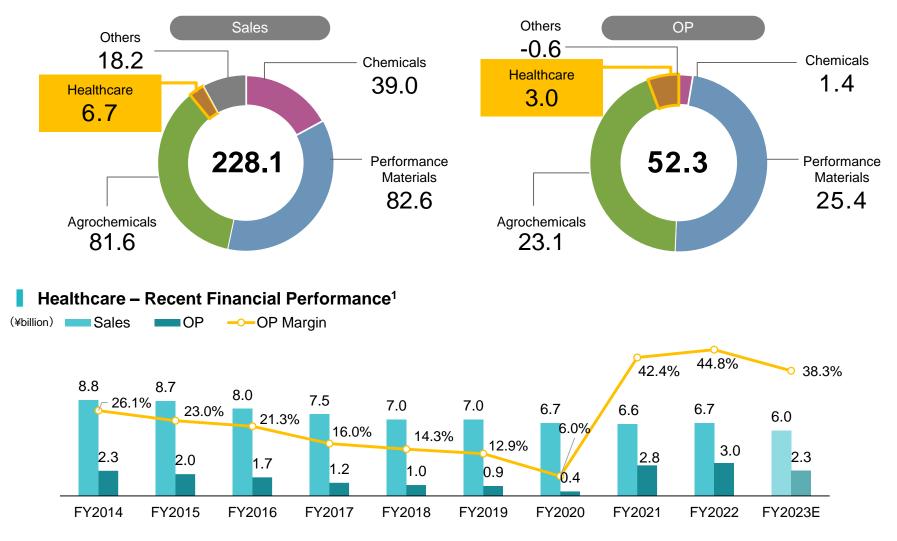
#### Funding Plan (as of May 2022)

|                            |     |   | (¥DIIION) |
|----------------------------|-----|---|-----------|
| Plant                      | 6.0 | Capital                                   | 2.3       |
| Working capital and others | 2.8 | Borrowings provided by<br>Nissan Chemical | 6.5       |
| Total required funds       | 8.8 | Total funding plan                        | 8.8       |

#### Advantages to Nissan Chemical

- Reliable and experienced local partner
- Diversify and secure sources of active ingredients and decrease materials shortage risks
- Lower production costs compared to plants in Japan
- Readily available plant site (official approval process for land lease already completed)
- Much less management and financial risks compared to M&A of an existing local company

#### FY2022 Actual by Segment (¥billion)



1. Organizational changes was implemented in April 2022. FY2014-2020 Actual figures are based on old segmentation. FY2021 actual has been revised to reflect organizational changes in April 2022 (see p58, p59)

## LIVALO

Anti-hyperlipidemia drug launched by Kowa in 2003. Currently sold in more than 30 countries around the world.

| Sales |                                 | FY2020 Actual <sup>2</sup> | FY2021 Actual | FY2022 Actual | FY2023 Outlook |
|-------|---------------------------------|----------------------------|---------------|---------------|----------------|
|       | API Sales YoY Change            | -30%                       | -17%          | 0%            | -7%            |
|       | Domestic YoY Change             | +6%                        | +30%          | -17%          | -29%           |
|       | Export YoY Change               | -35%                       | -28%          | +7%           | -1%            |
|       | Change from FY2012 <sup>1</sup> | -73%                       | -78%          | -78%          | -79%           |

1. August 2013, domestic compound patent expired. LIVALO sales(domestic and export total) peaked in FY2012. 2. August 2020, market exclusivity expired in EU

# **Custom Chemicals**

- Custom manufacturing and solution proposal business for new drug pharmaceutical ingredients and intermediates from pre-clinical to commercial production stages
- In addition, focusing on obtaining new contracts mainly for high potent and high-valued added GE API products

#### High-valued added GE API products

| Launch | API          | Indication   |  |  |  |
|--------|--------------|--|--|--|--|
| 2016   | Maxacalcitol | Psoriasis vulgaris / Secondary hyperparathyroidism |  |  |  |
| 2017   | Eldecalcitol | Osteoporosis                                       |  |  |  |

#### Custom Chemicals Sales Growth (FY2014-2023)

|  |        |        |        |        |        |        | (¥billion) |        |        |                   |
|--|--------|--------|--------|--------|--------|--------|------------|--------|--------|-------------------|
|  | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 | FY2020     | FY2021 | FY2022 | FY2023<br>Outlook |
|  | 1.8    | 2.3    | 2.4    | 2.5    | 2.6    | 2.9    | 3.8        | 4.2    | 4.3    | 3.8               |

## [1Q]Sales up ¥0.30 billion, OP up ¥0.33 billion

|       |                  |                  |                  | (¥billion) |
|-------|------------------|------------------|------------------|------------|
|       |                  | 1Q FY2022 Actual | 1Q FY2023 Actual | YOY Change |
| Sales |                  | 1.65             | 1.95             | +0.30      |
|       | Healthcare       | 0.83             | 0.61             | -0.22      |
|       | Custom Chemicals | 0.82             | 1.34             | +0.52      |
| OP    |                  | 0.76             | 1.09             | +0.33      |
|       | Healthcare       | 0.39             | 0.28             | -0.11      |
|       | Custom Chemicals | 0.37             | 0.81             | +0.44      |

1. Figures in p12, p13, p55, p56 may not match the numbers on this page due to rounding



Healthcare LIVALO

Sales down (domestic & export down)

[1Q]Sales up, OP up

Custom Chemicals

Sales up due to shipment skewed to 1Q in FY2023

#### Healthcare

## 1Q FY2023 Financial Results Compared to Outlook



## [1Q]Sales above target ¥0.07 billion, OP above target ¥0.12 billion

|       |                  |                   |                  | (¥billion)  |
|-------|------------------|-------------------|------------------|-------------|
|       |                  | 1Q FY2023 Outlook | 1Q FY2023 Actual | vs. Outlook |
| Sales |                  | 1.88              | 1.95             | +0.07       |
|       | Healthcare       | 0.61              | 0.61             | 0.00        |
|       | Custom Chemicals | 1.27              | 1.34             | +0.07       |
| OP    |                  | 0.97              | 1.09             | +0.12       |
|       | Healthcare       | 0.27              | 0.28             | +0.01       |
|       | Custom Chemicals | 0.70              | 0.81             | +0.11       |

1. Figures in p12, p13, p55, p56 may not match the numbers on this page due to rounding

## [1Q]Sales & OP in line with target

Healthcare LIVALO

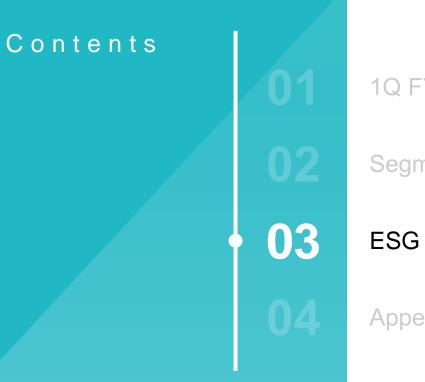
Sales in line with target (domestic above target, export below target) [1Q]Sales & OP above target

Generic APIs above target

Custom

Chemicals





| 1Q FY2023 Financial Results | P3  |
|-----------------------------|-----|
| Segment Performance         | P11 |
| ESG Topics                  | P39 |
| Appendix                    | P44 |



|                  | April 2021   | Announced its Diversity Statement and Diversity Vision   |
|------------------|--------------|--|
| Е                | May 2022     | Decided to work on realization of carbon neutrality by 2050<br>Established new long-term target for reducing greenhouse gas (GHG) emissions(see p43) |
| nvironment)<br>S | June 2022    | Reduced GHG emissions by melamine production stop (26,000 tons, equivalent to about 7% of FY2018)  |
| (Social)         | June 2022    | Established Climate Change Committee   |
|                  | October 2022 | Published "Integrated Report 2022  |

|                         | April 2019 | Established Nomination and Remuneration Advisory Committee as an optional advisory body of the Board of Directors   |
|-------------------------|------------|---|
|                         | June 2019  | Introduced a performance-linked stock compensation plan called a Board Benefit Trust for Board of Directors, etc.   |
| <b>G</b><br>Governance) | June 2022  | Announced incorporating ESG indicators into the officers' remuneration system<br>(65% base remuneration, 28% performance-related remuneration, 7% remuneration in stock.<br>Out of the 28% performance-related remuneration, 90% is profit-linked and 10% is ESG-linked.) |
|                         | June 2023  | Two female Outside Directors appointed, as a result, the Board of Directors includes 4 Outside Directors out of 10  |
|                         | June 2023  | Updated and disclosed "Corporate Governance Report I "  |

# **ESG Index and Third-party Recognition**

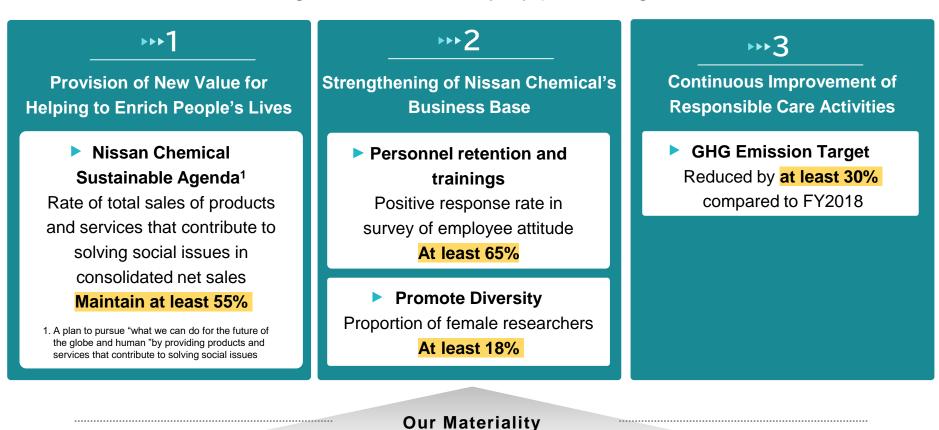


| Dow Jones Sustainability Asia Pacific Index  | S&P/JPX Carbon Efficient Index  |
|--|---|
| <ul> <li>December 2022</li> <li>Selected as a constituent<br/>for 5 consecutive years</li> <li>Member of<br/>Dow Jones<br/>Sustainability Indices</li> <li>Powered by the S&amp;P Global CSA</li> </ul>  | <ul> <li>March 2022</li> <li>Selected as a constituent<br/>for 4 consecutive years</li> <li>S&amp;P/JPX<br/>Carbon<br/>Efficient<br/>Index</li> </ul>   |
| FTSE   | MSCI Japan Empowering Women (WIN) Select Index  |
| <ul> <li>June 2023: Selected as a constituent of FTSE4Good Index<br/>Series, FTSE Blossom Japan Index for 4 consecutive years</li> <li>June 2023: Selected as a constituent of FTSE Blossom Japan<br/>Sector Relative for 2 consecutive years</li> <li>1. FTSE Russel confirms that Nissan Chemical has been<br/>independently assessed according to the index criteria,<br/>and has satisfied the requirements to become a<br/>constituent of the FTSE Blossom Japan Sector Relative<br/>Index. The FTSE Blossom Japan Sector Relative<br/>Index. The FTSE Blossom Japan Sector Relative<br/>Index wide variety of market participants to create<br/>and assess responsible investment funds and other<br/>products.</li> </ul> | June 2023<br>Selected as a constituent<br>for 4 consecutive terms 2023 CONSTITUENT MSCI JAPAN<br>EMPOWERING WOMEN INDEX (WIN) 1. THE INCLUSION OF NISSAN CHEMICAL CORPORATION IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS,<br>TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR<br>PROMOTION OF NISSAN CHEMICAL CORPORATION BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE<br>EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE<br>MARKS OF MSCI OR ITS AFFILIATES. |
| Certified Health & Productivity Management Organization (White 500)  | "Childcare Support Company" Kurumin   |
| March 2023 Acquired for 7 consecutive years<br>健康程営優良法<br>地球ですい500   | <ul> <li>January 2023 Acquired for 2 consecutive years</li> </ul>   |
| Highly Improved Integrated Report by the Domestic Ec   | quity Managers of GPIF  |
| <ul> <li>February 2022 Selected as "Excellent Integrated Report" for 2</li> <li>February 2023 Selected as "Highly Improved Integrated Report"</li> </ul>   |   |
| Task Force on Climate-related Financial Disclosures (TCFD)   | GX League   |
| <ul> <li>August 2020<br/>Announced its support for recommendations</li> <li>TCFD</li> <li>TASK FORCE on<br/>CLIMATE-RELATED<br/>FINANCIAL<br/>DISCLOSURES</li> </ul>   | <ul> <li>February 2023 Announced its support for recommendations</li> <li>April 2023 Announced its participation</li> <li>GXLeague</li> <li>41</li> </ul>   |

# Materiality



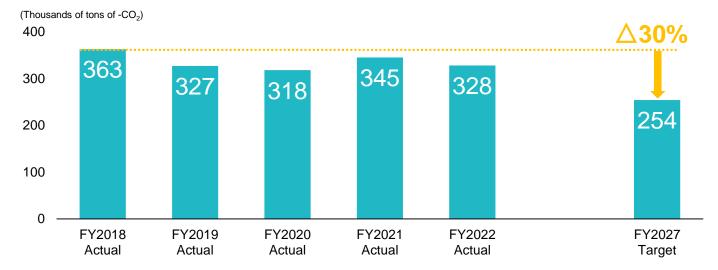
Specified materiality that we should engage to realize corporate image of 2027. Aim to have sustainable growth with society by promoting initiatives.



Strengthening of Corporate Governance, Risk Management and Compliance

# **Reduction of GHG Emissions**

Focus on improving production technology and adopting renewable energy etc., in addition to conventional efforts, to achieve carbon neutrality by 2050



GHG emissions target for FY2027: Reduce by at least 30% compared to FY2018 (SCOPE1+2)

#### Comparison of GHG emissions with general chemical manufacturers

|  |      |      | (Thousands of tons -CC |       |      |  |  |  |  |
|--|------|------|------------------------|-------|------|--|--|--|--|
| FY   | 2011 | 2018 | 2019                   | 2020  | 2021 |  |  |  |  |
| Nissan Chemical  | 448  | 363  | 327                    | 318   | 345  |  |  |  |  |
| Average of 4 major general<br>chemical manufacturers<br>(non-consolidated basis) | -    | -    | 5,845                  | 5,581 | -    |  |  |  |  |

#### Initiatives in Mid-Term Plan Vista2027 (FY2022-2027)

- Zero N<sub>2</sub>O emissions from nitric acid plants (Planned investment of 500 million yen, variable cost of 50 million yen/year)
- Melamine production shutdown
- Converting fuels at Onoda Plant
- Promoting reduction of GHG emissions through full-scale introduction of ICP
- Reduction of CFC equipment
- Upgrade to energy-efficient equipment

Nissan Chemical





| Appendix                    | P44 |
|-----------------------------|-----|
| ESG Topics                  | P39 |
| Segment Performance         | P11 |
| 1Q FY2023 Financial Results | P3  |

## Mid-Term Plan Vista2027 (FY2022-2027) announced in May 2022 Sales and Income Targets by Segment

|                          |       |                               |                  |                   |                            |                            |                         | (¥billion)              |
|--------------------------|-------|-------------------------------|------------------|-------------------|----------------------------|----------------------------|-------------------------|-------------------------|
|                          |       | FY2021<br>Actual <sup>1</sup> | FY2022<br>Actual | FY2023<br>Outlook | FY2024<br>Mid-Term<br>Plan | FY2027<br>Mid-Term<br>Plan | FY2024<br>vs.<br>FY2021 | FY2027<br>vs.<br>FY2021 |
| Chemicals                | Sales | 37.6                          | 39.0             | 41.3              | 37.6                       | 40.1                       | 0.0                     | +2.5                    |
| Chemicais                | OP    | 3.8                           | 1.4              | 3.2               | 3.5                        | 3.9                        | -0.3                    | +0.1                    |
| Performance              | Sales | 81.7                          | 82.6             | 87.5              | 102.9                      | 117.2                      | +21.2                   | +35.5                   |
| Materials                | OP    | 27.6                          | 25.4             | 26.5              | 32.1                       | 38.0                       | +4.5                    | +10.4                   |
| Agreehemieele            | Sales | 65.8                          | 81.6             | 84.2              | 77.8                       | 82.3                       | +12.0                   | +16.5                   |
| Agrochemicals            | OP    | 18.1                          | 23.1             | 23.6              | 21.7                       | 21.0                       | +3.6                    | +2.9                    |
| Healthcare               | Sales | 6.6                           | 6.7              | 6.0               | 7.2                        | 11.5                       | +0.6                    | +4.9                    |
| пеаннсаге                | OP    | 2.8                           | 3.0              | 2.3               | 2.1                        | 4.3                        | -0.7                    | +1.5                    |
| Trading, Others,         | Sales | 16.3                          | 18.2             | 18.3              | 29.5                       | 33.9                       | +13.2                   | +17.6                   |
| Adjustment               | OP    | -1.3                          | -0.6             | -0.9              | -0.9                       | -0.2                       | +0.4                    | +1.1                    |
| Planning and             | Sales | 0.0                           | 0.0              | 0.0               | 1.3                        | 4.4                        | +1.3                    | +4.4                    |
| Development <sup>2</sup> | OP    | -4.9                          | -5.5             | -5.7              | -4.7                       | -4.7                       | +0.2                    | +0.2                    |
| Total                    | Sales | 208.0                         | 228.1            | 237.3             | 255.0                      | 285.0                      | +47.0                   | +77.0                   |
| TOLAI                    | OP    | 51.0                          | 52.3             | 54.7              | 58.5                       | 67.0                       | +7.5                    | +16.0                   |

1. FY2021 actual has been revised to reflect organizational changes in April 2022 (see p58, p59)

2. The figures of Planning and Development Division are internal figures of Trading, Others, Adjustment

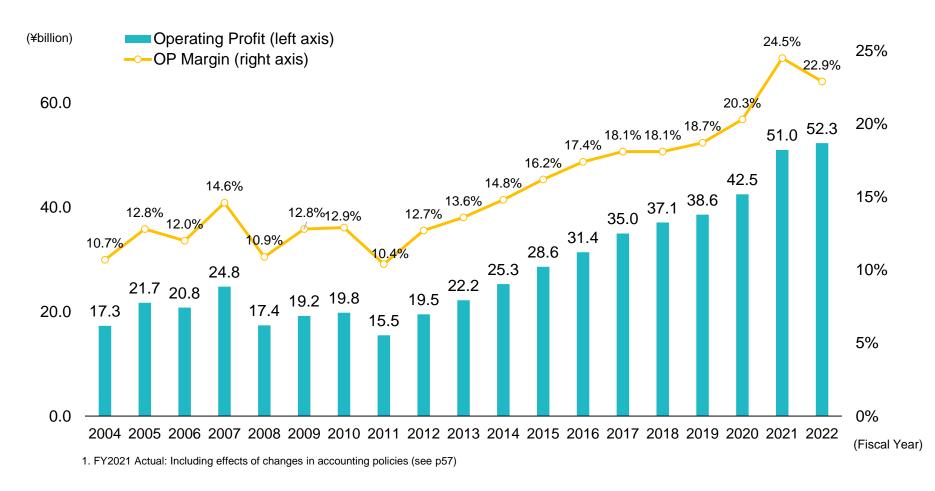
| lan est of energia tional shares a second in the theory Div               |        | (¥billion) |
|---|--------|------------|
| Impact of organizational changes regarding Healthcare Div.                | FY2024 | FY2027     |
| R&D expenses (Impact of transfer to<br>Planning and Development Division) | 1.3    | 1.3        |

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# **OP Margin Trend**



- OP margin has been above 10% for 20 consecutive years (FY2003-2022)
- FY2022 Actual : 22.9%



## **ROE Trend**

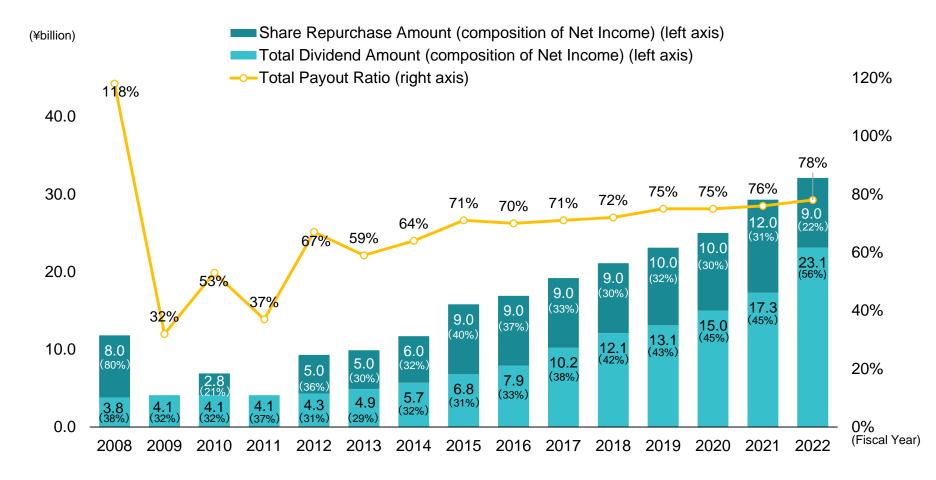
- Position ROE as the most important financial indicator for a long time
- Mid-Term Plan FY2019-2021 Target : Maintain above 16% ⇒ Achieved
- New Mid-Term Plan FY2022-2027 Target: above 18%
- FY2023 Outlook: 18.6%



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## **Shareholders Return Policy - Total Payout Ratio**

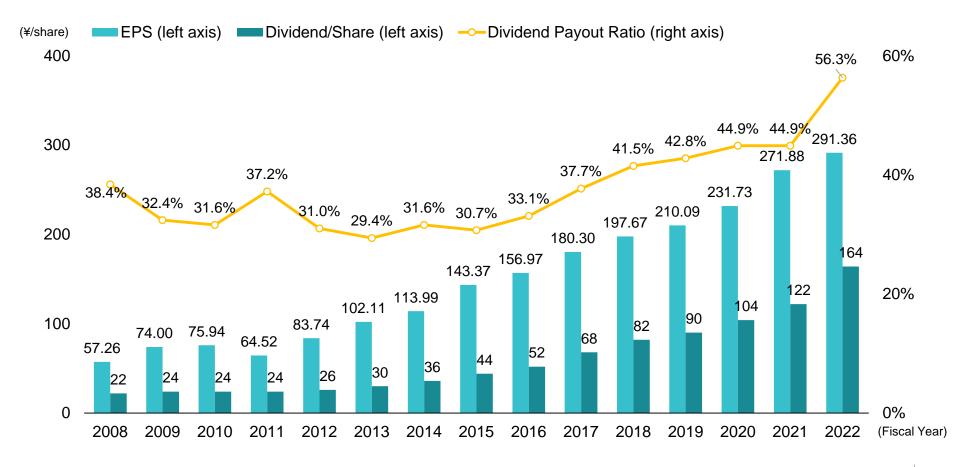
- Maintain an aggressive shareholders return policy
- Mid-Term Plan FY2019-2021 Target : 72.5% in FY2019, 75% after FY2020 ⇒ Achieved
- New Mid-Term Plan FY2022-2027 Target: 75% (FY2022 Actual: 78%)



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## **Shareholders Return Policy – Dividend Payout Ratio**

- Gradually increased from 30.7% in FY2015 to 44.9% in FY2021
- Increase Dividend Payout Ratio Target to 55% from 45% in New Mid-Term Plan FY2022-2027
- Emphasis on direct shareholder returns
- Increased dividend/share for 11 consecutive years until FY2022



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- Started share repurchase in FY2006 only to enhance ROE
- Repurchased ¥113.5 billion, 46.10 million shares (24.6% of shares issued) in total from FY2006 to FY2022
- Cancelled all repurchased shares
- Continue to strengthen shareholders return through share repurchase
- Announced a ¥5.0 billion share repurchase in May 2023 and completed in June 2023 as scheduled (Shares purchased: 805 thousand shares)

### FY2006 - 2022 Shareholders Return (no share repurchase in FY2009 and FY2011)

| Fiscal Year  | 2006  | 2007  | 2008  | 2010  | 2012  | 2013  | 2014  | 2015  | 2016  | 2017  | 2018  | 2019  | 2020  | 2021  | 2022  | Total  |
|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|
| Shares purchased (thousand shares) <sup>1</sup>            | 3,500 | 3,399 | 7,355 | 2,167 | 6,372 | 3,263 | 2,764 | 3,333 | 2,621 | 2,292 | 1,682 | 2,138 | 1,829 | 2,033 | 1,356 | 46,104 |
| Purchase costs (¥billion) <sup>1</sup>                     | 4.7   | 5.0   | 8.0   | 2.8   | 5.0   | 5.0   | 6.0   | 9.0   | 9.0   | 9.0   | 9.0   | 10.0  | 10.0  | 12.0  | 9.0   | 113.5  |
| Shares cancelled<br>(thousand shares)                      | 3,000 | 3,635 | 7,000 | 3,000 | 6,000 | 4,000 | 3,000 | 2,000 | 2,000 | 3,000 | 2,000 | 3,000 | 1,000 | 2,000 | 1,700 | 44,335 |
| Shares issued at FY end<br>(million shares)                | 185   | 181   | 174   | 171   | 165   | 161   | 158   | 156   | 154   | 151   | 149   | 146   | 145   | 143   | 141   | -      |
| Treasury shares at FY end (thousand shares) <sup>2</sup>   | 1,367 | 1,233 | 1,660 | 885   | 1,258 | 522   | 287   | 1,621 | 2,242 | 1,535 | 1,218 | 523   | 1,352 | 1,384 | 1,029 | -      |
| Total payout ratio<br>(dividend + share repurchase)<br>(%) | 60    | 56    | 118   | 53    | 67    | 59    | 64    | 71    | 70    | 71    | 72    | 75    | 75    | 76    | 78    | -      |

### FY2018 - 2023 Share Repurchase and Cancel Program

| Fiscal Year  |       | 2018 |       |       | 2019  |       |       | 2020 |       |       | 2021 |       |       | 2022 |       |                 |
|--|-------|------|-------|-------|-------|-------|-------|------|-------|-------|------|-------|-------|------|-------|-----------------|
|  | 1H    | 2H   | Total | 1H    | 2H    | Total | 1H    | 2H   | Total | 1H    | 2H   | Total | 1H    | 2H   | Total | 1H <sup>3</sup> |
| Shares purchased<br>(thousand shares) <sup>1</sup> | 976   | 706  | 1,682 | 1,270 | 868   | 2,138 | 1,334 | 495  | 1,829 | 1,262 | 771  | 2,033 | 683   | 673  | 1,356 | 805             |
| Purchase costs (¥billion) <sup>1</sup>             | 5.0   | 4.0  | 9.0   | 6.0   | 4.0   | 10.0  | 7.0   | 3.0  | 10.0  | 7.0   | 5.0  | 12.0  | 5.0   | 4.0  | 9.0   | 5.0             |
| Shares cancelled<br>(thousand shares)              | 2,000 | 0    | 2,000 | 2,000 | 1,000 | 3,000 | 1,000 | 0    | 1,000 | 2,000 | 0    | 2,000 | 1,700 | 0    | 1,700 | 1,500           |

1. Excluding share acquisitions for performance-based compensation 2. Including share acquisitions for performance-based compensation

3. Date of Cancellation in 1H FY2023 is May 12 and Aug 10, 2023

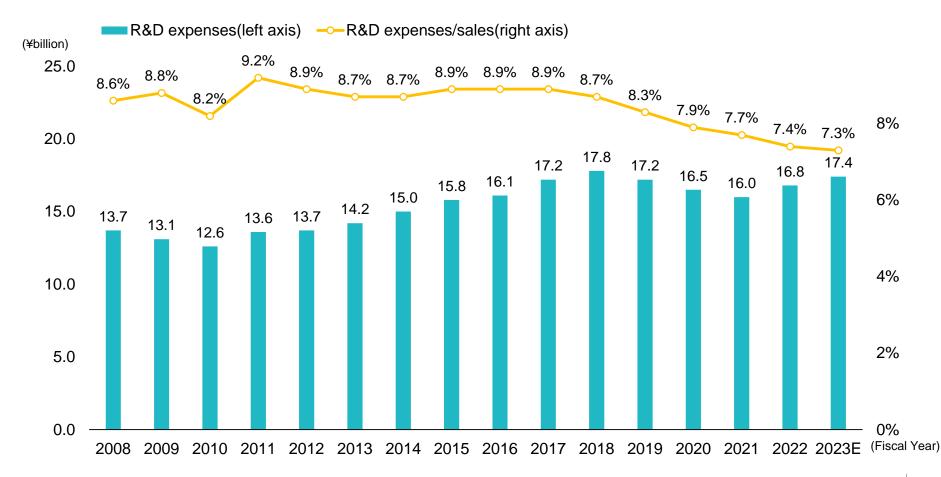
### Cash Management Policy (Non-consolidated basis)

Level of Target Cash Balance= Minimum required level + 1/3 of annual scheduled long-term borrowings repayment

+ 1/3 of short-term borrowings outstanding + Contingent risk reserves

## **R&D Expenses Trend**

- Value R&D as a future-creating enterprise that responds to social needs with unique, innovative technologies
- Maintain about 7-9% R&D expenses/sales in recent years
- Temporary decrease in R&D expenses in FY2020 and FY2021 due to COVID-19



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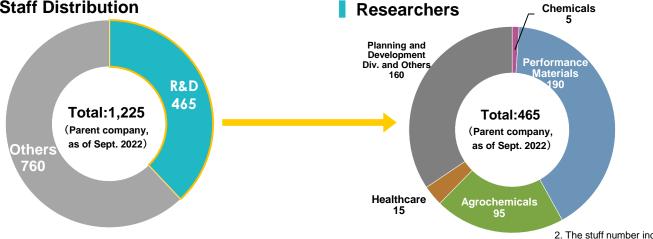
About 40% of professional staff engaged in R&D

#### R&D Expenses by Segment

|  | FY2022 Actual       |                  |           |                            |                    |  |  |  |  |  |
|--|---------------------|------------------|-----------|----------------------------|--------------------|--|--|--|--|--|
| Segments                               | Sales<br>(¥billion) | OP<br>(¥billion) | OP Margin | R&D expenses<br>(¥billion) | R&D Expenses/Sales |  |  |  |  |  |
| Chemicals                              | 39.0                | 1.4              | 3.6%      | 0.3                        | 0.8%               |  |  |  |  |  |
| Performance Materials                  | 82.6                | 25.4             | 30.8%     | 7.6                        | 9.2%               |  |  |  |  |  |
| Agrochemicals                          | 81.6                | 23.1             | 28.3%     | 4.3                        | 5.3%               |  |  |  |  |  |
| Healthcare                             | 6.7                 | 3.0              | 44.8%     | 0.4                        | 6.0%               |  |  |  |  |  |
| Others <sup>1</sup>                    | -                   | -                | -         | 4.2                        | -                  |  |  |  |  |  |
| Total (including Others <sup>1</sup> ) | 228.1               | 52.3             | 22.9%     | 16.8                       | 7.4%               |  |  |  |  |  |

1. Including Planning and Development Div.





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2. The stuff number indicated is round number



|                              |       |       |               |       |       |       |                |       |       |        |        |        |        |        |        |               |        |        |        | (¥billion) |
|------------------------------|-------|-------|---------------|-------|-------|-------|----------------|-------|-------|--------|--------|--------|--------|--------|--------|---------------|--------|--------|--------|------------|
|                              | 2004  | 2005  | 2006          | 2007  | 2008  | 2009  | 2010           | 2011  | 2012  | 2013   | 2014   | 2015   | 2016   | 2017   | 2018   | 2019          | 2020   | 2021   | 2022   | 2023E      |
| Sales                        | 161.4 | 169.1 | 174.4         | 169.2 | 160.2 | 149.0 | 154.2          | 148.6 | 153.8 | 163.7  | 171.2  | 176.9  | 180.3  | 193.4  | 204.9  | 206.8         | 209.1  | 208.0  | 228.1  | 237.3      |
| Operating Profit             | 17.3  | 21.7  | 20.8          | 24.8  | 17.4  | 19.2  | 19.8           | 15.5  | 19.5  | 22.2   | 25.3   | 28.6   | 31.4   | 35.0   | 37.1   | 38.6          | 42.5   | 51.0   | 52.3   | 54.7       |
| Ordinary Income              | 17.4  | 21.3  | 21.2          | 24.4  | 16.9  | 19.2  | 19.4           | 15.9  | 20.5  | 23.7   | 26.4   | 29.5   | 31.7   | 36.2   | 39.1   | 40.0          | 43.9   | 53.7   | 55.8   | 55.5       |
| Net Income                   | 11.3  | 13.7  | 14.0          | 15.5  | 10.1  | 12.8  | 13.0           | 11.0  | 13.9  | 16.7   | 18.2   | 22.4   | 24.0   | 27.1   | 29.4   | 30.8          | 33.5   | 38.8   | 41.1   | 41.5       |
| EBITDA                       | 26.9  | 31.6  | 30.5          | 34.5  | 27.6  | 30.1  | 30.3           | 25.9  | 29.1  | 30.8   | 33.8   | 38.3   | 40.3   | 45.5   | 48.0   | 49.2          | 53.0   | 61.2   | 63.3   | 67.6       |
| OP Margin                    | 10.7% | 12.8% | 1 <b>2.0%</b> | 14.6% | 10.9% | 12.8% | 12.9%          | 10.4% | 12.7% | 13.6%  | 14.8%  | 16.2%  | 17.4%  | 18.1%  | 18.1%  | 18.7%         | 20.3%  | 24.5%  | 22.9%  | 23.1%      |
| ROE                          | 15.2% | 16.1% | 14.7%         | 15.6% | 10.3% | 12.6% | 11. <b>9</b> % | 9.5%  | 11.4% | 12.7%  | 12.7%  | 14.6%  | 15.1%  | 16.1%  | 16.6%  | 1 <b>6.9%</b> | 17.5%  | 19.2%  | 19.4%  | 18.6%      |
| EPS (¥/share)                | 59.77 | 72.73 | 75.43         | 85.15 | 57.26 | 74.00 | 75.94          | 64.52 | 83.74 | 102.11 | 113.99 | 143.37 | 156.97 | 180.30 | 197.67 | 210.09        | 231.73 | 271.88 | 291.36 | 297.61     |
| Dividend (¥/share)           | 11    | 15    | 20            | 20    | 22    | 24    | 24             | 24    | 26    | 30     | 36     | 44     | 52     | 68     | 82     | 90            | 104    | 122    | 164    | 164        |
| Dividend Payout<br>Ratio     | 18.4% | 20.6% | 26.5%         | 23.5% | 38.4% | 32.4% | 31.6%          | 37.2% | 31.0% | 29.4%  | 31.6%  | 30.7%  | 33.1%  | 37.7%  | 41.5%  | 42.8%         | 44.9%  | 44.9%  | 56.3%  | 55.1%      |
| Share<br>Repurchase          | -     | -     | 4.7           | 5.0   | 8.0   | -     | 2.8            | -     | 5.0   | 5.0    | 6.0    | 9.0    | 9.0    | 9.0    | 9.0    | 10.0          | 10.0   | 12.0   | 9.0    | -          |
| Total Assets                 | 169.4 | 183.2 | 177.3         | 172.7 | 172.3 | 181.4 | 183.4          | 190.1 | 199.2 | 208.0  | 223.9  | 228.2  | 231.7  | 246.0  | 247.0  | 249.5         | 265.5  | 279.7  | 298.7  | -          |
| Net Assets                   | 80.0  | 93.6  | 99.3          | 101.2 | 96.8  | 107.7 | 112.4          | 119.6 | 126.7 | 137.8  | 151.3  | 156.9  | 163.7  | 176.4  | 182.1  | 185.5         | 200.6  | 208.0  | 221.5  | -          |
| Cash                         | 4.3   | 8.5   | 11.0          | 7.6   | 9.7   | 14.8  | 21.1           | 27.9  | 31.9  | 30.8   | 31.3   | 35.3   | 35.7   | 37.7   | 36.2   | 30.6          | 32.4   | 34.7   | 29.6   | -          |
| Liabilities with<br>Interest | 44.6  | 41.5  | 32.4          | 34.4  | 45.5  | 42.1  | 39.9           | 38.9  | 38.1  | 36.1   | 35.1   | 33.1   | 30.8   | 28.6   | 26.6   | 24.6          | 22.7   | 22.7   | 27.3   | -          |
| Equity Ratio                 | 46.4% | 50.2% | 55.3%         | 58.0% | 55.5% | 58.7% | 60.7%          | 62.4% | 63.0% | 65.7%  | 66.9%  | 68.1%  | 69.9%  | 71.0%  | 73.0%  | 73.7%         | 74.9%  | 73.6%  | 73.1%  | -          |
| Capex                        | 6.6   | 9.2   | 12.1          | 10.9  | 13.9  | 10.1  | 9.6            | 8.3   | 7.9   | 8.8    | 9.8    | 10.2   | 14.3   | 13.7   | 9.9    | 15.7          | 15.8   | 11.0   | 20.3   | 21.7       |
| Depreciation                 | 9.6   | 9.9   | 9.7           | 9.7   | 10.2  | 11.0  | 10.4           | 10.5  | 9.5   | 8.5    | 8.5    | 9.7    | 8.9    | 10.5   | 10.9   | 10.5          | 10.4   | 10.2   | 11.0   | 12.9       |
| R&D Expenses                 | 8.6   | 9.2   | 9.9           | 12.5  | 13.7  | 13.1  | 12.6           | 13.6  | 13.7  | 14.2   | 15.0   | 15.8   | 16.1   | 17.2   | 17.8   | 17.2          | 16.5   | 16.0   | 16.8   | 17.4       |
| R&D<br>Expenses/Sales        | 5.3%  | 5.4%  | 5.7%          | 7.4%  | 8.6%  | 8.8%  | 8.2%           | 9.2%  | 8.9%  | 8.7%   | 8.7%   | 8.9%   | 8.9%   | 8.9%   | 8.7%   | 8.3%          | 7.9%   | 7.7%   | 7.4%   | 7.3%       |

1. FY2021- : Including effects of changes in accounting policies (see p57)



## Sales and OP Trend by Segment

| Chemicals3Performance<br>Materials3 | 011<br>36.9<br>34.0<br>33.8 | 2012<br>34.5<br>37.4 | 2013<br>35.5 | 2014<br>34.3 | 2015  | 2016  | 2017  | 2018  | 2019  | 2020  | 2024  | 0000   |        |                                |
|-------------------------------------|-----------------------------|----------------------|--------------|--------------|-------|-------|-------|-------|-------|-------|-------|--------|--------|--------------------------------|
| Performance<br>Materials 3          | 34.0                        |                      | 35.5         | 34.3         |       |       |       | 2010  | 2019  | 2020  | 2021  | 2022   | 2023E  |                                |
| Materials 3                         |                             | 37.4                 |              | 0.110        | 34.3  | 34.8  | 34.9  | 35.7  | 34.3  | 31.9  | 37.6  | 39.0   | 41.3   |                                |
| Agrochemicals 3                     | 33.8                        |                      | 42.8         | 49.4         | 51.8  | 52.8  | 58.8  | 63.0  | 65.5  | 71.6  | 81.7  | 82.6   | 87.5   |                                |
|                                     | 00.0                        | 35.4                 | 39.1         | 45.7         | 47.5  | 52.0  | 58.1  | 62.7  | 64.0  | 63.8  | 65.8  | 81.6   | 84.2   |                                |
| Healthcare 1                        | 10.0                        | 12.7                 | 11.6         | 8.8          | 8.7   | 8.0   | 7.5   | 7.0   | 7.0   | 6.7   | 6.6   | 6.7    | 6.0    |                                |
| Trading 4                           | 44.8                        | 46.6                 | 50.7         | 54.4         | 55.6  | 55.2  | 59.5  | 67.9  | 67.9  | 69.8  | 80.4  | 99.1   | 105.3  |                                |
| Others 2                            | 20.0                        | 21.2                 | 21.4         | 20.9         | 20.9  | 24.0  | 21.5  | 24.6  | 22.4  | 23.8  | 23.6  | 26.4   | 30.7   |                                |
| Adjustment -3                       | 30.9                        | -34.0                | -37.4        | -42.3        | -41.9 | -46.5 | -46.9 | -56.0 | -54.3 | -58.5 | -87.7 | -107.3 | -117.7 |                                |
| Total 14                            | 48.6                        | 153.8                | 163.7        | 171.2        | 176.9 | 180.3 | 193.4 | 204.9 | 206.8 | 209.1 | 208.0 | 228.1  | 237.3  |                                |
| OP (B)                              |                             |                      |              |              |       |       |       |       |       |       |       |        |        | Segment Assets<br>(FY2022)(D)  |
| Chemicals                           | 1.6                         | 1.9                  | 1.9          | 1.9          | 3.9   | 3.8   | 3.4   | 3.0   | 1.3   | 1.5   | 3.8   | 1.4    | 3.2    | 34.3                           |
| Performance<br>Materials            | 4.8                         | 7.2                  | 8.8          | 12.0         | 12.0  | 12.5  | 14.2  | 15.0  | 17.0  | 22.4  | 27.6  | 25.4   | 26.5   | 61.3                           |
| Agrochemicals                       | 4.4                         | 5.0                  | 6.2          | 9.2          | 10.8  | 13.2  | 16.4  | 18.4  | 19.3  | 18.2  | 18.1  | 23.1   | 23.6   | 103.8                          |
| Healthcare                          | 4.6                         | 5.2                  | 4.9          | 2.3          | 2.0   | 1.7   | 1.2   | 1.0   | 0.9   | 0.4   | 2.8   | 3.0    | 2.3    | 7.7                            |
| Trading                             | 1.3                         | 1.4                  | 1.5          | 1.7          | 1.8   | 1.7   | 1.8   | 2.0   | 2.1   | 2.5   | 2.9   | 3.7    | 3.5    | 36.8                           |
| Others                              | 0.3                         | 0.7                  | 0.8          | 0.6          | 0.5   | 1.0   | 0.6   | 0.9   | 0.7   | 0.8   | 0.7   | 0.9    | 0.9    | 13.6                           |
| Adjustment                          | -1.5                        | -1.9                 | -1.9         | -2.4         | -2.4  | -2.5  | -2.6  | -3.2  | -2.7  | -3.3  | -4.9  | -5.2   | -5.3   | 41.2                           |
| Total 1                             | 15.5                        | 19.5                 | 22.2         | 25.3         | 28.6  | 31.4  | 35.0  | 37.1  | 38.6  | 42.5  | 51.0  | 52.3   | 54.7   | 298.7                          |
| OP Margin (E                        | B)/(A)                      | )                    |              |              |       |       |       |       |       |       |       |        |        | <b>ROA</b> (FY2022)<br>(B)/(D) |
| Chemicals 4                         | 1.3%                        | 5.5%                 | 5.4%         | 5.5%         | 11.4% | 10.9% | 9.7%  | 8.4%  | 3.8%  | 4.7%  | 10.1% | 3.6%   | 7.7%   | 4.1%                           |
| Performance 14.<br>Materials        | 1.1%                        | 19.3%                | 20.6%        | 24.3%        | 23.2% | 23.7% | 24.1% | 23.8% | 26.0% | 31.3% | 33.8% | 30.8%  | 30.3%  | 41.4%                          |
| Agrochemicals 13.                   | 8.0%                        | 14.1%                | 15.9%        | 20.1%        | 22.7% | 25.4% | 28.2% | 29.3% | 30.2% | 28.5% | 27.5% | 28.3%  | 28.0%  | 22.3%                          |
| Healthcare 46.                      | 6.0%                        | 40.9%                | 42.2%        | 26.1%        | 23.0% | 21.3% | 16.0% | 14.3% | 12.9% | 6.0%  | 42.4% | 44.8%  | 38.3%  | 39.0%                          |
| Trading 2.                          | 2.9%                        | 3.0%                 | 3.0%         | 3.1%         | 3.2%  | 3.1%  | 3.0%  | 2.9%  | 3.1%  | 3.6%  | 3.6%  | 3.7%   | 3.3%   | 10.1%                          |
| Others 1.                           | .5%                         | 3.3%                 | 3.7%         | 2.9%         | 2.4%  | 4.2%  | 2.8%  | 3.7%  | 3.1%  | 3.4%  | 3.0%  | 3.4%   | 2.9%   | 6.6%                           |
| Total 10.                           | 0.4%                        | 12.7%                | 13.6%        | 14.8%        | 16.2% | 17.4% | 18.1% | 18.1% | 18.7% | 20.3% | 24.5% | 22.9%  | 23.1%  | 17.5%                          |

1. FY2011: Old Segmentation, FY2012-: New Segmentation(after organizational changes in June 2011) 2. Including inter-segment sales/transfers

4. FY2021: Including Sales decrease due to changes in accounting policies (see p57)

5. Trading: Nissei Corporation, Others: Nissan Butsuryu, Nissan Green & Landscape, Nissan Engineering, NC Tokyo Bay, Nihon Hiryo, and others Adjustment: Planning & Development Division and others

6. Sales and OP for Planning & Development Division in FY2021, FY2022(Actual), and FY2023(Outlook) are disclosed on p45

7. Organizational changes was implemented in April, 2022. Figures are based on an old segmentation until FY2020.

FY2021 actual has been revised to reflect organizational changes in April 2022 (see p58, p59).

3. FY2019- : New OP method

A. Applied from FY2020 (no change for sales segmentation)

B. FY2019 restated based on new methods

C. Consolidation items

(such as unrealized gain on inventories)

- (Old method) Included in each segment

- (New method) Excluded from each segment and included in "Adjustment"

(¥billion)

## Quarterly Sales Trend by Segment (FY2020 - 1Q FY2023)

|                          |       |       |         |       |       |       |       |         |       |       |       |               |       |       |               |       |                |       | · · · |        |
|--------------------------|-------|-------|---------|-------|-------|-------|-------|---------|-------|-------|-------|---------------|-------|-------|---------------|-------|----------------|-------|-------|--------|
|                          |       | FY    | 2020 Ad | ctual |       |       | FY    | 2021 Ac | ctual |       |       | FY2022 Actual |       |       | FY2023 Actual |       | FY2023 Outlook |       |       |        |
|                          | 1Q    | 2Q    | 3Q      | 4Q    | Total | 1Q    | 2Q    | 3Q      | 4Q    | Total | 1Q    | 2Q            | ЗQ    | 4Q    | Total         | 1Q    | 1Q             | 2Q    | 2H    | Total  |
| Chemicals                | 7.4   | 7.3   | 8.3     | 8.9   | 31.9  | 8.8   | 8.3   | 10.5    | 10.0  | 37.6  | 10.4  | 9.4           | 10.1  | 9.1   | 39.0          | 9.1   | 9.4            | 9.8   | 22.1  | 41.3   |
| Fine<br>Chemicals        | 2.7   | 2.7   | 2.8     | 3.2   | 11.4  | 3.2   | 3.0   | 3.7     | 3.2   | 13.1  | 4.2   | 3.5           | 3.3   | 2.8   | 13.8          | 3.0   | 3.1            | 3.4   | 8.2   | 14.7   |
| Basic<br>Chemicals       | 4.7   | 4.6   | 5.5     | 5.7   | 20.5  | 5.6   | 5.3   | 6.8     | 6.8   | 24.5  | 6.2   | 5.9           | 6.8   | 6.3   | 25.2          | 6.1   | 6.3            | 6.4   | 13.9  | 26.6   |
| Performance<br>Materials | 17.1  | 17.5  | 19.2    | 17.8  | 71.6  | 20.0  | 19.6  | 20.9    | 21.2  | 81.7  | 21.8  | 20.2          | 20.6  | 20.0  | 82.6          | 20.8  | 20.5           | 21.2  | 45.8  | 87.5   |
| Agrochemicals            | 14.6  | 11.1  | 6.3     | 31.8  | 63.8  | 13.4  | 11.6  | 11.9    | 28.9  | 65.8  | 19.7  | 16.0          | 13.1  | 32.8  | 81.6          | 18.8  | 19.2           | 17.6  | 47.4  | 84.2   |
| Healthcare               | 1.5   | 1.5   | 1.4     | 2.3   | 6.7   | 1.1   | 2.2   | 2.0     | 1.3   | 6.6   | 1.7   | 1.5           | 1.6   | 1.9   | 6.7           | 2.0   | 1.9            | 1.3   | 2.8   | 6.0    |
| Healthcare               | 0.7   | 0.8   | 0.6     | 0.8   | 2.9   | 0.6   | 0.8   | 0.5     | 0.6   | 2.5   | 0.8   | 0.6           | 0.4   | 0.6   | 2.4           | 0.6   | 0.6            | 0.6   | 1.1   | 2.2    |
| Custom<br>Chemicals      | 0.8   | 0.7   | 0.8     | 1.5   | 3.8   | 0.4   | 1.5   | 1.4     | 0.8   | 4.1   | 0.8   | 1.0           | 1.2   | 1.3   | 4.3           | 1.3   | 1.3            | 0.8   | 1.7   | 3.8    |
| Trading                  | 18.2  | 15.5  | 17.8    | 18.3  | 69.8  | 17.8  | 18.6  | 22.2    | 21.8  | 80.4  | 23.7  | 24.0          | 27.0  | 24.4  | 99.1          | 24.3  | 23.7           | 25.0  | 56.6  | 105.3  |
| Others                   | 4.8   | 4.6   | 6.8     | 7.6   | 23.8  | 4.9   | 5.5   | 6.1     | 7.1   | 23.6  | 6.5   | 5.9           | 6.7   | 7.3   | 26.4          | 6.4   | 6.8            | 6.0   | 17.9  | 30.7   |
| Adjustment               | -14.3 | -12.3 | -16.1   | -15.8 | -58.5 | -19.5 | -20.5 | -24.1   | -23.6 | -87.7 | -25.5 | -25.8         | -29.4 | -26.6 | -107.3        | -26.5 | -26.7          | -27.1 | -63.9 | -117.7 |
| Total                    | 49.3  | 45.2  | 43.7    | 70.9  | 209.1 | 46.5  | 45.3  | 49.5    | 66.7  | 208.0 | 58.3  | 51.2          | 49.7  | 68.9  | 228.1         | 54.9  | 54.8           | 53.8  | 128.7 | 237.3  |

1. Including inter-segment sales/transfers

2. In the Healthcare segment, figures are rounded to the nearest 100 million yen. Accordingly, some discrepancies may occur among totals.

3. In FY2020, FINEOXOCOL (cosmetic raw materials etc.) was transferred from Basic Chemicals to Fine Chemicals

4. Trading: Nissei Corporation, Others: Nissan Butsuryu, Nissan Green & Landscape, Nissan Engineering,

NC Tokyo Bay (former name: Nippon Phosphoric Acid. Production of sulfuric acid. Added as a consolidated subsidiary from FY2023), Nihon Hiryo, and others Adjustment: Planning & Development Division, and others

5. Sales and OP for Planning & Development Division in FY2021, FY2022(Actual), and FY2023(Outlook) are disclosed on p45

6. Organizational changes was implemented in April, 2022. FY2020 Actual figures are based on old segmentation (see p58, p59)



(¥billion)

## Quarterly OP Trend by Segment (FY2020 - 1Q FY2023)

|                          |      |      |          |      |       |      |      |          |      |       |               |      |      |      |       |               |      |        | (       | -011 |
|--------------------------|------|------|----------|------|-------|------|------|----------|------|-------|---------------|------|------|------|-------|---------------|------|--------|---------|------|
|                          |      | FY2  | 2020 Act | ual  |       |      | FY2  | 2021 Act | ual  |       | FY2022 Actual |      |      |      |       | FY2023 Actual |      | FY2023 | Outlook |      |
|                          | 1Q   | 2Q   | 3Q       | 4Q   | Total | 1Q   | 2Q   | 3Q       | 4Q   | Total | 1Q            | 2Q   | 3Q   | 4Q   | Total | 1Q            | 1Q   | 2Q     | 2H      | Т    |
| Chemicals                | 0.7  | -0.8 | 0.7      | 0.9  | 1.5   | 1.3  | -0.1 | 1.3      | 1.3  | 3.8   | 1.7           | -0.6 | 0.4  | -0.1 | 1.4   | 0.9           | 0.9  | 0.3    | 2.0     |      |
| Performance<br>Materials | 5.3  | 5.4  | 6.3      | 5.4  | 22.4  | 6.9  | 6.2  | 7.6      | 6.9  | 27.6  | 7.9           | 6.0  | 6.9  | 4.6  | 25.4  | 6.5           | 6.6  | 6.1    | 13.8    | 2    |
| Agrochemicals            | 4.0  | 3.8  | -1.3     | 11.7 | 18.2  | 4.0  | 2.9  | 3.0      | 8.2  | 18.1  | 6.8           | 5.3  | 3.1  | 7.9  | 23.1  | 6.6           | 6.6  | 5.4    | 11.6    | 2    |
| Healthcare               | -0.1 | 0.1  | 0.0      | 0.4  | 0.4   | 0.3  | 1.1  | 0.9      | 0.5  | 2.8   | 0.8           | 0.7  | 0.6  | 0.9  | 3.0   | 1.1           | 1.0  | 0.5    | 0.8     |      |
| Healthcare               | -0.2 | -0.1 | -0.4     | -0.2 | -0.9  | 0.2  | 0.3  | 0.2      | 0.2  | 0.8   | 0.4           | 0.2  | 0.1  | 0.2  | 0.9   | 0.3           | 0.3  | 0.2    | 0.3     |      |
| Custom<br>Chemicals      | 0.2  | 0.2  | 0.3      | 0.6  | 1.3   | 0.1  | 0.8  | 0.8      | 0.3  | 2.0   | 0.4           | 0.5  | 0.6  | 0.7  | 2.1   | 0.8           | 0.7  | 0.3    | 0.5     |      |
| Trading                  | 0.7  | 0.5  | 0.7      | 0.6  | 2.5   | 0.7  | 0.6  | 0.9      | 0.7  | 2.9   | 1.0           | 0.9  | 1.0  | 0.8  | 3.7   | 0.9           | 0.7  | 0.8    | 2.0     |      |
| Others                   | 0.0  | 0.0  | 0.4      | 0.4  | 0.8   | 0.1  | -0.1 | 0.2      | 0.5  | 0.7   | 0.1           | 0.0  | 0.2  | 0.6  | 0.9   | 0.2           | 0.2  | -0.1   | 0.8     |      |
| Adjustment               | -0.8 | -0.8 | -1.2     | -0.5 | -3.3  | -1.4 | -1.2 | -1.3     | -1.0 | -4.9  | -1.0          | -1.4 | -1.6 | -1.2 | -5.2  | -1.2          | -1.5 | -1.4   | -2.4    |      |
| Total                    | 9.8  | 8.2  | 5.6      | 18.9 | 42.5  | 11.9 | 9.4  | 12.6     | 17.1 | 51.0  | 17.3          | 10.9 | 10.6 | 13.5 | 52.3  | 15.0          | 14.5 | 11.6   | 28.6    |      |

1. In the Healthcare segment, figures are rounded to the nearest 100 million yen. Accordingly, some discrepancies may occur among totals.

2. Trading: Nissei Corporation, Others: Nissan Butsuryu, Nissan Green & Landscape, Nissan Engineering,

NC Tokyo Bay (former name: Nippon Phosphoric Acid. Production of sulfuric acid. Added as a consolidated subsidiary from FY2023), Nihon Hiryo, and others Adjustment: Planning & Development Division, and others

3. Sales and OP for Planning & Development Division in FY2021, FY2022(Actual), and FY2023(Outlook) are disclosed on p45

4. Organizational changes was implemented in April, 2022. FY2020 Actual figures are based on old segmentation,

FY2021 actual has been revised to reflect organizational changes in April 2022 (see p58, p59)

# **Changes in Accounting Policies (from FY2021)**

#### Changed accounting policies from FY2021. No change from FY2020 Presentation Materials announced in May 2021

| 1. | Changes in accounting policies:                                 |
|----|---|
|    | Adoption of the Accounting Standard for the Revenue Recognition |
|    | (ASBJ Statement No.29)  |

- 2. Timing of adoption: April 1, 2021 (from FY2021)
- 3. Major effects on PL, BS due to the changes:
- A. Agent transactions

Mainly effected segments

#### Impact of Changes in Accounting Policies (YOY Change) (¥billion)

|                           | FY2021 Actual |      |       |      |       |       |       |  |  |  |
|---------------------------|---------------|------|-------|------|-------|-------|-------|--|--|--|
|                           | 1Q            | 2Q   | 1H    | 3Q   | 4Q    | 2H    | Total |  |  |  |
| Sales Impact <sup>1</sup> | -3.5          | -7.4 | -10.9 | -1.7 | -10.3 | -12.0 | -22.9 |  |  |  |
| OP Impact <sup>2</sup>    | +1.2          | -2.1 | -0.9  | +4.0 | -3.2  | +0.8  | -0.1  |  |  |  |

1. Total impact of Agent transaction, Royalties based on sales amount and Sales discount subject to change at the selling timing

| 2. Total impact of Royalties based | on sales amount a | nd Sales discount s | subject to change at the | selling timing |
|------------------------------------|-------------------|---------------------|--------------------------|----------------|
|                                    |                   |                     |                          |                |

| Before adoption     | Sales = gross amount from the customer, Sales expenses = amount paid to the supplier   |
|---------------------|--|
| After adoption      | Sales = gross amount from the customer - amount paid to the supplier   |
| Impact on FY2021 PL | Sales and sales expenses down ¥22.8 billion, only deducted from Sales of Adjustment segment<br>No impact on Operating Profit |

Chemicals, Agrochemicals, Trading

B. Royalties based on sales amount

3. MSD: MSD Animal Health, the global animal health business unit of Merck

| Mainly effected segments       | Agrochemicals (Fluralaner running royalties)  |
|--------------------------------|---|
| Before adoption (until FY2021) | Royalties revenue on MSD <sup>3</sup> 's sales for Jan-June: recognized in Aug, July-Dec: recognized in Feb |
| After adoption (from FY2021)   | Royalties revenue on MSD <sup>3</sup> 's sales for Jan-Mar: recognized in May, Apr-June: recognized in Aug, |
|                                | July-Sep: recognized in Nov, Oct-Dec: recognized in Feb   |

#### C. Sales discount subject to change at the selling timing

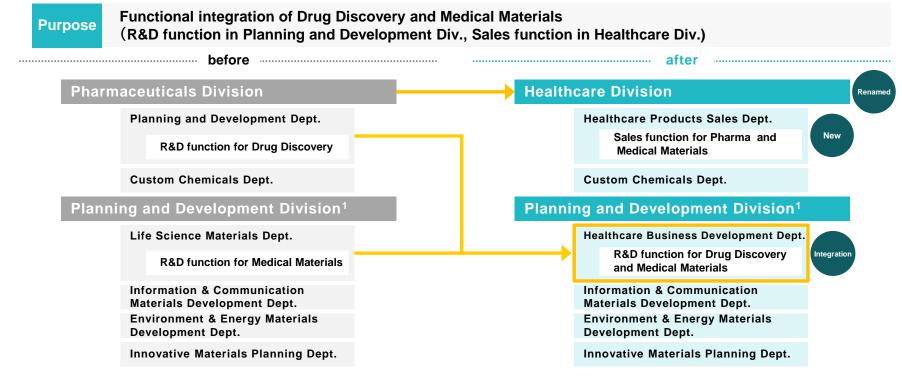
| Mainly effected segments | Agrochemicals   |
|--------------------------|---|
| Before adoption          | Recognized when discount is finally fixed   |
| After adoption           | Recognized corresponding to sales period based on reasonable estimation   |
| Impact on FY2021 BS      | <ul> <li>The cumulative effect (¥1.5 billion)(after reflecting tax effect) of retroactively applying (C) is deducted from the<br/>beginning FY2021 retained earnings (BS item)</li> </ul> |

Sales discount amount trend after adoption vs. before adoption: 1Q up(negative impact), 2Q down, 1H up, 2H down, Total almost flat

| Before adoption | FY2020 | Discount on AY2020*(Oct 2019 - Sep 2020) sales   |   |
|-----------------|--------|--|---|
|                 | FY2020 | Discount on AY2020*(Oct 2019 - Sep 2020) sales + | discount for Oct 2020 – Mar 2021 sales = ¥1.5 billion   |
| After adoption  | FY2021 | Discount on Apr 2021 – Mar 2022 sales            | AY2020* = Agrochemical Year (from Oct 2019 to Sep 2020) |

The following organizational changes were implemented on April 1, 2022, in order to achieve mid- to long-term growth while appropriately capturing changes in the business environment. (No change from 1Q FY2022 Presentation Materials announced in Aug 2022)

### **Organizational Changes in "Pharmaceuticals Div." and "Planning and Development Div."**



1. Planning and Development Division is included in "Adjustment" segment.

Sales and OP for Planning and Development Division in FY2021, FY2022(Actual), and FY2023, FY2024, FY2027(Outlook) are disclosed on p45

(¥hillion)

# No change from 1Q FY2022 Presentation Materials announced in Aug 2022

|                          |      |   |      |      |   |      |      |        |      |       |      |      |      |      | (noinidŧ) |
|--------------------------|------|---|------|------|---|------|------|--------|------|-------|------|------|------|------|-----------|
|                          | (Be  | FY2021 Actual (Before organizational changes) |      |      | FY2021 Actual<br>(After organizational changes) |      |      | Change |      |       |      |      |      |      |           |
|                          | 1Q   | 2Q  | 3Q   | 4Q   | Total   | 1Q   | 2Q   | 3Q     | 4Q   | Total | 1Q   | 2Q   | 3Q   | 4Q   | Total     |
| Chemicals                | 1.3  | -0.1  | 1.3  | 1.3  | 3.8   | 1.3  | -0.1 | 1.3    | 1.3  | 3.8   | 0.0  | 0.0  | 0.0  | 0.0  | 0.0       |
| Performance<br>Materials | 7.0  | 6.2   | 7.6  | 6.9  | 27.7  | 6.9  | 6.2  | 7.6    | 6.9  | 27.6  | -0.1 | 0.0  | 0.0  | 0.0  | -0.1      |
| Agrochemicals            | 4.1  | 2.9   | 3.1  | 8.2  | 18.3  | 4.0  | 2.9  | 3.0    | 8.2  | 18.1  | -0.1 | 0.0  | -0.1 | 0.0  | -0.2      |
| Healthcare               | -0.2 | 0.7   | 0.4  | 0.0  | 0.9   | 0.3  | 1.1  | 0.9    | 0.5  | 2.8   | +0.5 | +0.4 | +0.5 | +0.5 | +1.9      |
| Healthcare               | -0.3 | -0.2  | -0.3 | -0.3 | -1.1  | 0.2  | 0.2  | 0.2    | 0.2  | 0.8   | +0.5 | +0.4 | +0.5 | +0.5 | +1.9      |
| Custom<br>Chemicals      | 0.1  | 0.8   | 0.8  | 0.3  | 2.0   | 0.1  | 0.8  | 0.8    | 0.3  | 2.0   | 0.0  | 0.0  | 0.0  | 0.0  | 0.0       |
| Trading                  | 0.7  | 0.6   | 0.8  | 0.8  | 2.9   | 0.7  | 0.6  | 0.8    | 0.8  | 2.9   | 0.0  | 0.0  | 0.0  | 0.0  | 0.0       |
| Others                   | 0.1  | -0.1  | 0.2  | 0.5  | 0.7   | 0.1  | -0.1 | 0.2    | 0.5  | 0.7   | 0.0  | 0.0  | 0.0  | 0.0  | 0.0       |
| Adjustment               | -1.1 | -0.8  | -0.8 | -0.6 | -3.3  | -1.4 | -1.2 | -1.2   | -1.1 | -4.9  | -0.3 | -0.4 | -0.4 | -0.5 | -1.6      |
| Total                    | 11.9 | 9.4   | 12.6 | 17.1 | 51.0  | 11.9 | 9.4  | 12.6   | 17.1 | 51.0  | 0.0  | 0.0  | 0.0  | 0.0  | 0.0       |

1. Figures of Healthcare for FY2021 (before organizational changes) are for old segmentation

2. In the Healthcare segment, figures are rounded to the nearest 100 million yen. Accordingly, some discrepancies may occur among totals.

3. Trading: Nissei Corporation, Others: Nissan Butsuryu, Nissan Green & Landscape, Nissan Engineering,

NC Tokyo Bay (former name: Nippon Phosphoric Acid. Production of sulfuric acid. Added as a consolidated subsidiary from FY2023), Nihon Hiryo, and others Adjustment: Planning & Development Division and others

4. Sales and OP for Planning & Development Division in FY2021, FY2022(Actual), and FY2023(Outlook) are disclosed on p45

5. No impact of organizational changes on sales



Narrowing down business areas and future focus areas

(No change from FY2021 Presentation Materials announced in May 2022)

| Focu                  | is areas                        | Our initiatives  |  |  |  |  |
|-----------------------|---------------------------------|--|--|--|--|--|
| Healthcare            | Oligonucleotide<br>Therapeutics | <ul> <li>Application of our unique oligonucleotide therapeutics technology, 80% of resources invested</li> <li>Steady promotion of Joint research and development with pharmaceutical companies and<br/>strategic alliance with Luxana Biotech Co.<br/>(Secured 7 nucleic acid target themes)</li> </ul> |  |  |  |  |
| (HC)                  | Small Molecule<br>Therapeutics  | Collaboration with drug discovery ventures (narrowed down from 10 to 3 themes), introduction of AI   |  |  |  |  |
|                       | Medical Materials               | Biointerface control materials, cosmetic materials, etc.   |  |  |  |  |
| Custom Chemicals (CC) |                                 | In addition to strengthening the existing business model, joint development is also oriented (peptides, etc.)  |  |  |  |  |

#### **Resource allocation**

| Reso       | urce allocation  | (person, round number) |                                     |                         |                         |  |  |  |
|------------|--|------------------------|-------------------------------------|-------------------------|-------------------------|--|--|--|
|            |  | FY2021<br>Actual       | FY2022<br>Outlook as of<br>May 2022 | FY2024<br>Mid-Term Plan | FY2027<br>Mid-Term Plan |  |  |  |
| Researcher | ſS   | 75                     | 15                                  | 20                      | 20                      |  |  |  |
|            | HC   | 65                     | 5                                   | 5                       | 5                       |  |  |  |
|            | CC   | 10                     | 10                                  | 15                      | 15                      |  |  |  |
| Reference  | Researchers in Healthcare<br>Business Development Dept.<br>Planning & Development Division | 35                     | 90                                  | 85                      | 90                      |  |  |  |
|            |  |                        |                                     |                         | (¥billion)              |  |  |  |
| R&D expen  | ses  | 2.13                   | 0.74                                | 1.03                    | 1.12                    |  |  |  |
|            | HC   | 1.80                   | 0.31                                | 0.52                    | 0.53                    |  |  |  |
|            | CC   | 0.33                   | 0.43                                | 0.51                    | 0.59                    |  |  |  |
| Reference  | Impact of transfer to Planning & Development Division (B)                                  | -                      | 1.45                                | 1.26                    | 1.27                    |  |  |  |

1. FY2021 Actual figures are based on old segmentation (before organizational changes)

#### Quantitative Plan

(¥billion)

|   |           |    |                              | FY2021<br>Actual | FY2022<br>Outlook as of<br>May 2022 | FY2024<br>Mid-Term Plan | FY2027<br>Mid-Term Plan |
|---|-----------|----|------------------------------|------------------|-------------------------------------|-------------------------|-------------------------|
|   | Sales     |    |                              | 6.63             | 5.94                                | 7.23                    | 11.48                   |
|   |           | HC | Existing                     | 2.42             | 2.13                                | 1.13                    | 0.90                    |
|   |           |    | New                          | 0.04             | 0.00                                | 0.44                    | 2.08                    |
|   |           | СС | Existing                     | 4.17             | 3.81                                | 5.06                    | 5.79                    |
|   |           |    | New                          | 0.00             | 0.00                                | 0.60                    | 2.71                    |
| - | OP (A)    |    |                              | 0.95             | 2.09                                | 2.15                    | 4.29                    |
|   |           | HC |                              | -1.07            | 0.53                                | -0.70                   | -0.10                   |
|   |           | CC |                              | 2.02             | 1.56                                | 2.85                    | 4.38                    |
| + | Reference |    | ntial OP before<br>r (A)-(B) | 0.95             | 0.64                                | 0.89                    | 3.02                    |

# Main Products by Segment



| Segment               |                       | Products                                      | Main Applications  |  |  |  |  |
|-----------------------|-----------------------|---|--|--|--|--|--|
| Chemicals             | Fine Chemicals        | TEPIC   | epoxy compound for LED sealants, solder resist, painting   |  |  |  |  |
|                       |                       | Melamine cyanurate                            | flame retardant  |  |  |  |  |
|                       |                       | Environmental related products                | agent used for sterilizing, disinfectant for swimming pool and septic tanks, etc.  |  |  |  |  |
|                       |                       | FINEOXOCOL                                    | cosmetics, lubricants, adhesive  |  |  |  |  |
|                       | Basic Chemicals       | Melamine (production terminated in June 2022) | adhesive agent   |  |  |  |  |
|                       |                       | AdBlue <sup>®</sup>                           | solution of urea in demineralised water for diesel vehicles to reduce NOx  |  |  |  |  |
|                       |                       | High purity Sulfuric acid                     | agents used for cleaning semiconductors  |  |  |  |  |
|                       |                       | Ammonia, Sulfuric acid, Nitric acid, Urea     |  |  |  |  |  |
| Performance Materials | Display Materials     | SUNEVER                                       | LCD alignment coating  |  |  |  |  |
|                       | Semis Materials       | ARC <sup>®</sup> (ArF, KrF)                   | bottom anti-reflective coating for semiconductors  |  |  |  |  |
|                       |                       | OptiStack <sup>®</sup>                        | multi layer process material for semiconductors (Si-HM/SOC)  |  |  |  |  |
|                       |                       | EUV materials                                 | EUV process materials  |  |  |  |  |
|                       | Inorganic Materials   | SNOWTEX                                       | water dispersed colloidal silica sol for polishing silicon wafers, special steel sheets  |  |  |  |  |
|                       |                       | Organo/Monomer Sol                            | film coating, antistatic interference shielding, electronic printing materials, resin additive   |  |  |  |  |
|                       |                       | Oilfield materials                            | for enhancing oil recovery   |  |  |  |  |
| Agrochemicals         | Herbicide             | TARGA   | soybean, rapeseed, sugarbeet   |  |  |  |  |
|                       |                       | PERMIT  | corn, sugarcane, rice  |  |  |  |  |
|                       |                       | ROUNDUP                                       | non-selective herbicide for orchard, noncrop land  |  |  |  |  |
|                       |                       | ALTAIR  | rice   |  |  |  |  |
|                       | Insecticide           | GRACIA  | vegetables, tea  |  |  |  |  |
|                       | Fungicide             | LEIMAY  | potato, vegetables, grape  |  |  |  |  |
|                       |                       | QUINTEC (QUINOXYFEN)                          | fruits, vegetables   |  |  |  |  |
|                       |                       | DITHANE (MANCOZEB)                            | fruits, vegetables   |  |  |  |  |
|                       | Animal health product | Fluralaner                                    | active substance of BRAVECTO $^{\otimes}$ (veterinary medical product for dogs and cats) and EXZOLT $^{\otimes}$ (for poultry red mites) |  |  |  |  |
| Healthcare            |                       | LIVALO API                                    | anti-cholesterol drug  |  |  |  |  |
|                       |                       | Custom Chemicals                              | custom manufacturing and solution proposal business for pharmaceutical companies   |  |  |  |  |

1. AdBlue® is a registered trademark of German Automobile Industry Association (Verband der Automobilindustrie).

2. ARC® and OptiStack® are registered trade mark of Brewer Science, Inc. 3. BRAVECTO® and EXZOLT® are registered trade mark of MSD.



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