



**Nissan Chemical**  
CORPORATION  
WHERE IT ALL BEGINS

**May 15, 2025**

# Medium-Term Business Plan "Vista 2027 Stage II"

Translation of presentation materials for the conference call held on May 15, 2025

**Presented by YAGI Shinsuke**  
Representative Director, President



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# Vista2027 Stage I(FY2022-24) Summary

## Profit and Loss and Management Indicators

		FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2024 YoY	FY2024 Previous MTP <sup>1</sup> disclosed in May 2022
(¥billion)		①	②	③	④	⑤=④/③-1	⑥
Profitability	Sales	208.0	228.1	226.7	251.4	+11%	255.0
	Operating Profit	51.0	52.3	48.2	56.8	+18%	58.5
	Ordinary Income	53.7	55.8	51.6	58.0	+12%	59.5
	Net Income	38.8	41.1	38.0	43.0	+13%	44.0
	EBITDA <sup>2</sup>	61.2	63.3	62.0	71.2		
	OP Margin	24.5%	22.9%	21.3%	22.6%		
	EPS (¥/share)	271.88	291.36	272.82	313.26		
Capital efficiency and financial soundness	ROE	19.2%	19.4%	17.1%	18.7%		
	Equity Ratio	73.6%	73.1%	70.3%	70.5%		
	Net D/E Ratio <sup>3</sup>	-0.06	-0.01	0.09	0.06		
Sharehold er returns	Dividend Payout Ratio	44.9%	56.3%	60.1%	55.5%		
	Total Payout Ratio	75.6%	78.0%	86.2%	82.0%		
FX Rate (¥/\$)		112	136	145	153		

Stage I  
target

20% or more

18% or more

55% or more

75% or more

**Achieved**

1: MTP = Abbreviation of Medium-Term Business Plan (which applies to all subsequent pages)

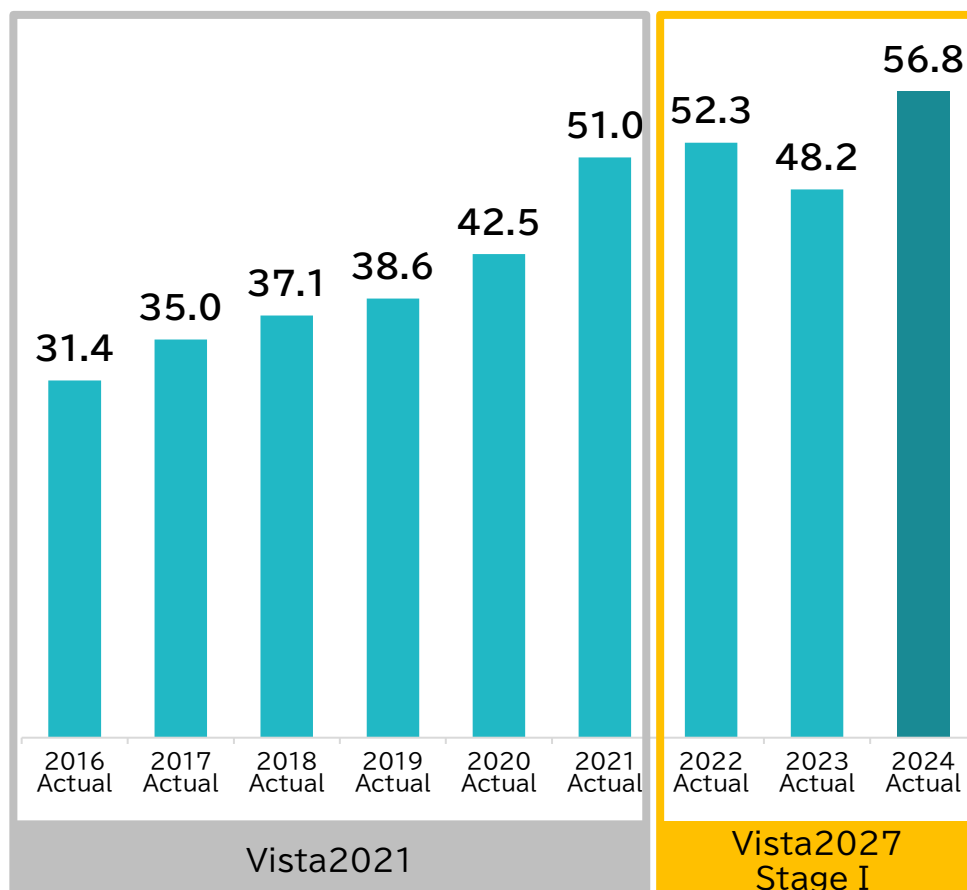
2: EBITDA = Operating Profit + Depreciation and amortization 3: Net D/E Ratio = (Borrowings + Bonds + CP - Cash) / Shareholders' equity

# Operating Profit

- OPs have consistently reached record highs every year, except for FY2023.
- The financial performance in Stage I was robustly driven by Performance Materials and Agrochemicals.

## OP

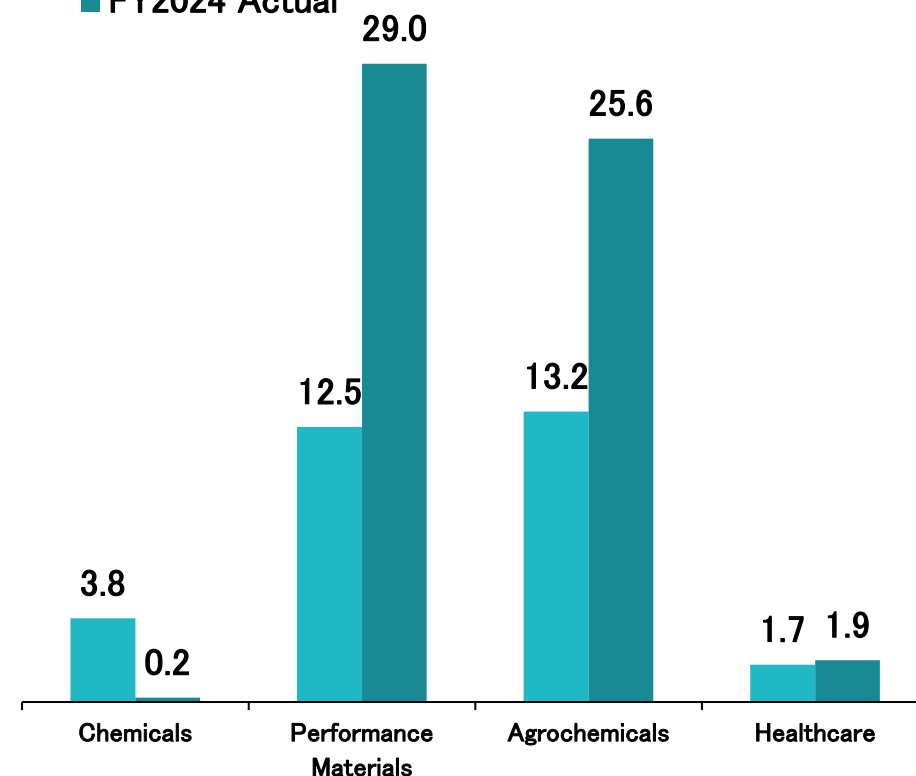
(¥billion)



## OP by Segment FY2016 vs. FY2024

(¥billion)

■ FY2016 Actual  
■ FY2024 Actual



Strengthened product supply capability in growth sectors by proactive investments

### ■ Agrochemicals: Nissan Bharat Rasayan PVT. LTD.

Location	Saykha, Gujarat, India
Business	Manufacture and sales of active ingredients of agrochemicals
Commencement of sales operation	FY2022
Investment amount	¥6.0 billion (round number)



### ■ Semiconductor (semis) materials : NCK Co., Ltd.

Location	Daxin-si Songsan 2 Industrial Complex, Chungcheongnam-do, Korea
Business	Manufacture and sales of semis materials
Commencement of sales operation	FY2024
Investment amount	¥9.0 billion(round number)



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**Vista2027 Stage II**

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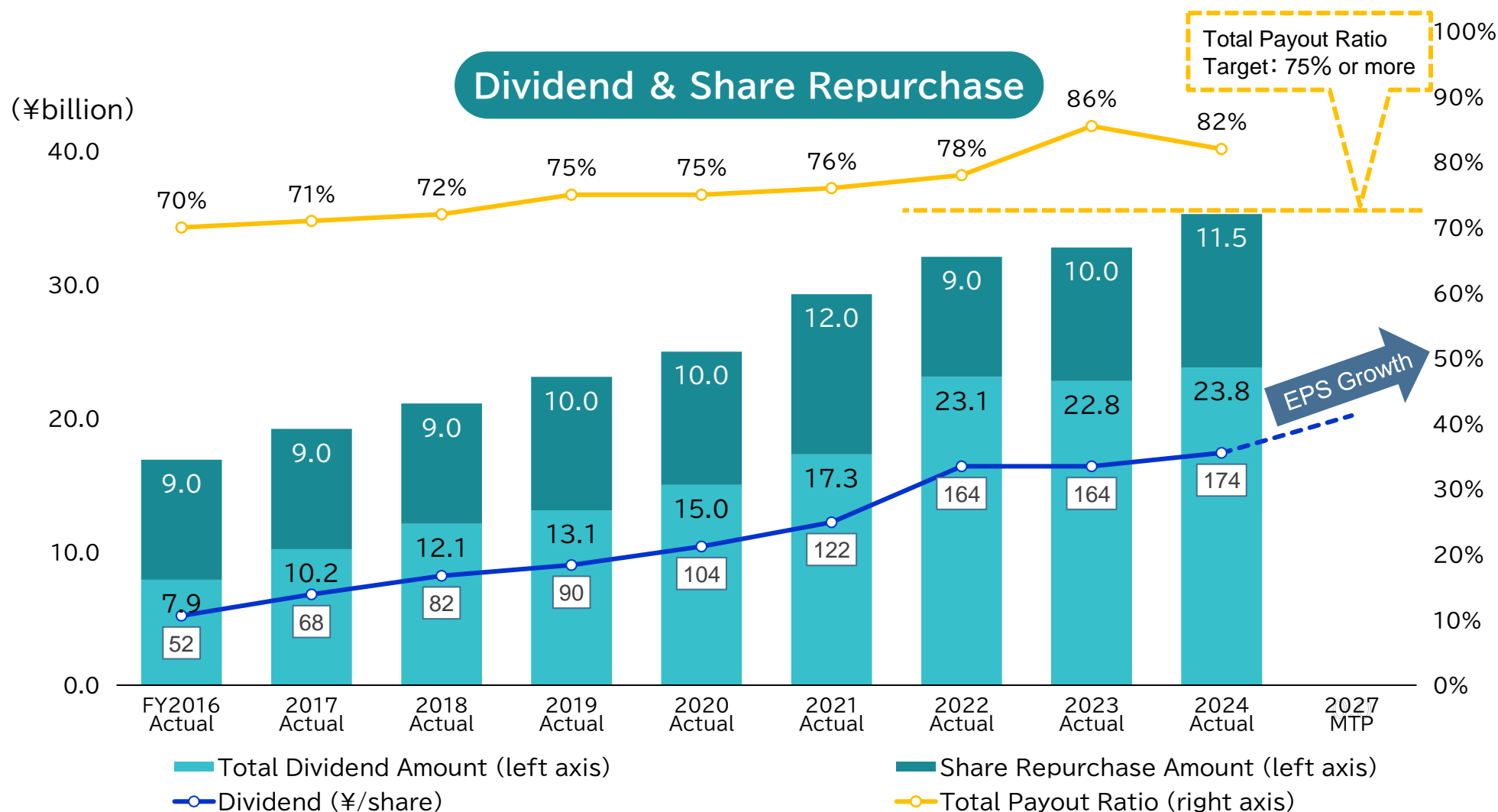
## Profit and Loss and Management Indicators

		FY2024 Actual	FY2027 MTP <sup>1</sup>		FY2027 vs. FY2024	CAGR
(¥billion)		①	②		②-①	
Profitability	Sales	251.4	293.0	FY2025-27 Target	+41.6	5%
	Operating Profit	56.8	65.0		+8.2	5%
	Ordinary Income	58.0	65.5		+7.5	4%
	Net Income	43.0	48.0		+5.0	4%
	EBITDA <sup>2</sup>	71.2	83.4		+12.2	5%
	OP Margin	22.6%	22.2%		-	-
	EPS (¥/share)	313.26	366.28		53.02	5%
Capital efficiency and financial soundness	ROE	18.7%	18.5%	18% or more		
	Equity Ratio	70.5%	71.9%			
	Net D/E Ratio <sup>3</sup>	0.06	0.05			
sharehold er returns	Dividend Payout Ratio	55.5%	55.0%	55% or more		
	Total Payout Ratio	82.0%	75.0%	75% or more		
FX Rate (¥/\$)		153	140			

1: The figures are calculated under a condition of no future strategic investments (M&A). This applies to all subsequent pages.

# Shareholder Returns

- 55% or more of Dividend Payout Ratio Target, 75% or more of Total Payout Ratio Target
- Proactive shareholder returns through stable and continuous dividends and flexible share repurchase





Slogan for MTP

To be an Enterprise that Faces Challenges toward the Future  
through Value Co-creation

Policy

Building Foundation  
for Continuous Growth and Stable Earnings

Expanding Profits in Existing Businesses

Strengthening businesses  
in growth sectors

- Concentrating investments into Semis materials and Agrochemicals
- Developing the materials and products below
  - Semis:3D packaging process and EUV materials, etc.
  - Agrochemicals : Biological pesticides, new veterinary drug products, etc.
- Leveraging strategic investments(M&A)

Improving profitability of  
Ammonia-related products

- Reducing fixed cost (booked impairment loss in FY2024)
- Reducing cost continuously
- Leveraging outside manufacturing contractors
- Discontinuing unprofitable products

Developing New Products  
Looking toward 2030

- Accelerating Go/Stop
- Identifying target materials for new products
- Leveraging strategic investments (M&A)

Strengthening Business Foundation

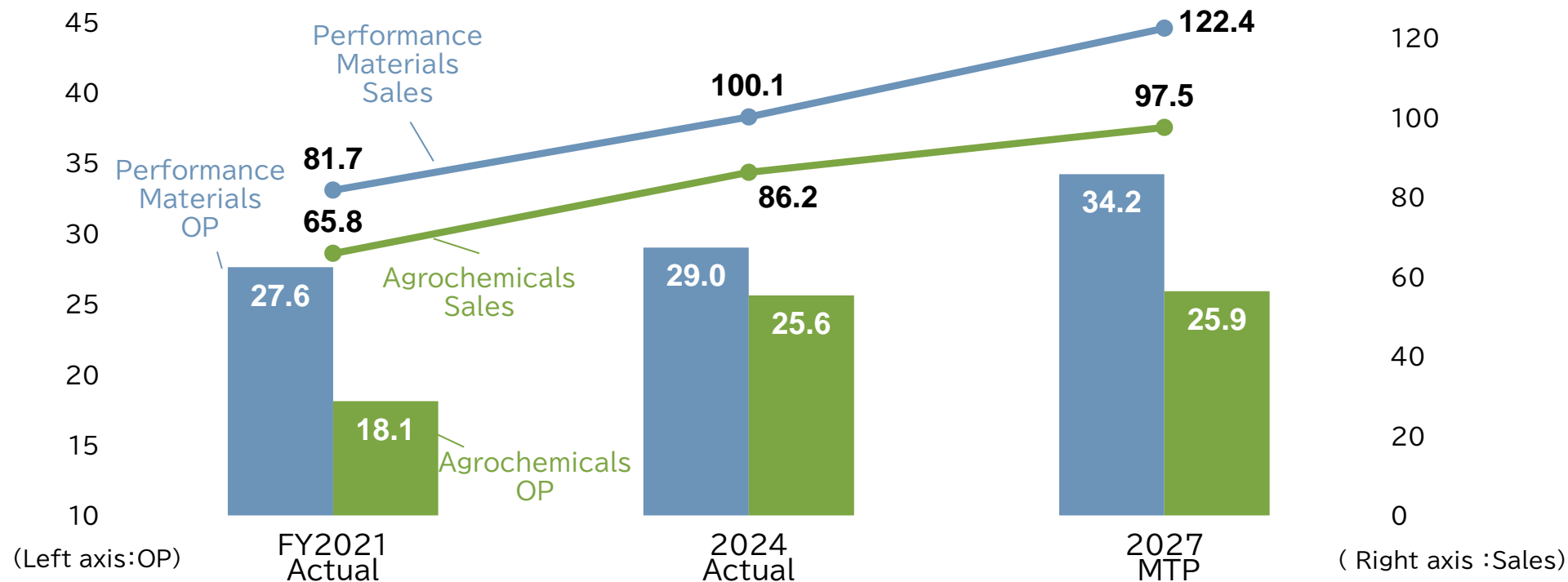
- Human resource development
- R&D foundation and functions
- Digital infrastructure
- Utilization of intellectual property
- Governance and compliance
- Sustainability

# Strengthening Businesses in Growth Sectors

- Performance Materials: Expanding sales by semis materials and concentrating on development of next-generation materials
- Agrochemicals: Expanding sales area in overseas markets and accelerating development of new pesticides, veterinary drug, and biological pesticides

(¥billion)

## Performance Materials and Agrochemicals Sales & OP<sup>1</sup>



Released on April 11, 2025 that long-term supply contract on “Fluralaner” was extended and co-research and co-development for new veterinary drugs was agreed with MAH<sup>2</sup>.

1: OP by new allocation basis from FY2025 (Partial expenses in Planning & Development Div. and all the DX expenses are included in the Others segment, which were allocated to each segment)

2: MAH = MSD Animal Health, the global animal health business unit of Merck

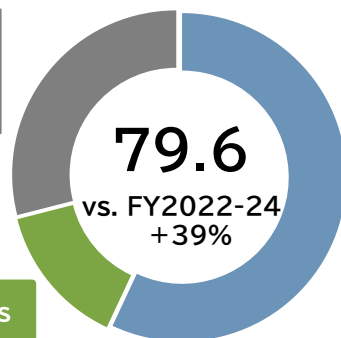
# Strengthening Businesses in Growth Sectors

Concentrating investments into Performance Materials and Agrochemicals to maximize profits

## CAPEX by segment

FY2025-27 Total (MTP) (¥billion)

Others  
Chemicals 13.0  
Healthcare 1.9  
Others 8.1



Performance  
Materials

**45.4**

(57% of total)

Agrochemicals

**11.2**

(14% of total)

## R&D expenses by segment

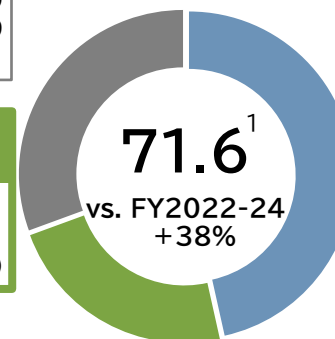
FY2025-27 Total(MTP) (¥billion)

Others  
Chemicals 0.9  
Healthcare 1.9  
Others 19.1

Agrochemicals

**16.4**

(23% of total)



Performance  
Materials

**33.3**

(47% of total)

## Researchers by segment<sup>2</sup>

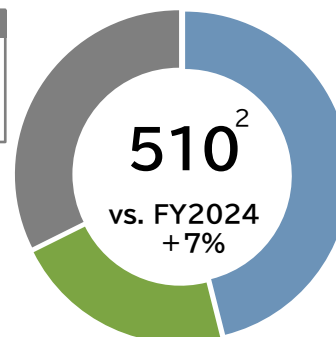
FY2027 MTP (person)

Others  
Chemicals 5  
Healthcare 20  
Others 140

Agrochemicals

**110**

(22% of total)



Performance  
Materials

**235**

(46% of total)

1: R&D Expenses including partial expenses in Planning & Development Division(Others) since FY2025 due to the change in calculation method

2: Round number

	(¥billion)		(¥billion)		(¥billion)		(person)	
	Capex		Depreciation		R&D expenses <sup>1</sup>		Researchers <sup>2</sup>	
	FY2022-24 Total (Actual) <sup>4</sup>	FY2025-27 Total (MTP) <sup>5</sup>	FY2022-24 Total (Actual)	FY2025-27 Total (MTP)	FY2022-24 Total (Actual)	FY2025-27 Total (MTP)	FY2024 Actual	FY2027 MTP
Chemicals	12.8	13.0	8.1	10.5	0.9	0.9	5	5
Performance Materials	22.7	45.4	17.2	24.4	24.1	33.3	200	235
Agrochemicals	15.1	11.2	9.1	10.9	13.1	16.4	105	110
Healthcare	1.5	1.9	1.2	1.7	1.4	1.9	15	20
Others <sup>3</sup>	5.1	8.1	3.6	5.5	12.2	19.1	150	140
Total	57.2	79.6	39.2	53.0	51.7	71.6	475	510

## Main CAPEX in FY2025-27(¥billion):

Performance Materials: Plant equipment for Semis Materials 14.8, R&D equipment for Semis Materials 8.4,  
Plant equipment for Inorganic Materials 2.6

Others: DX 2.2

1: R&D expenses including partial expanses in Planning & Development Division(Others) since FY2025 due to the change in calculation method

2: Round number of professional staff

3: Planning and Development Division, Trading, Others, Adjustment

4: Cash flows basis

5: Commencement of operation basis

# Main Next-generation Materials/APIs/Drugs Sales<sup>1</sup>

## FY2027MTP

## FY2030 Image

		< ¥1 billion	≥ ¥1 billion	Total <sup>4</sup>		< ¥1 billion	≥ ¥1 billion	≥ ¥3 billion
Chemicals	● Fine Chemicals	FINEOXOCOL (new grade)		0.6		FINEOXOCOL (new grade)		
		STARFINE				STARFINE		
Performance Materials	● Display	Hard coating materials		11.3		Hard coating materials		Next-generation EL materials
		Light control film materials				Light control film materials		
		Transparent polyimide				Transparent polyimide		
		Photo VA				Photo VA		
		Next-generation EL materials						
	● Semis		3D packaging process materials					3D packaging process materials
			EUV materials				EUV materials	
	● Inorganic	New Organo Sol				New Organo Sol		
		High refractive materials				High refractive materials		
	● Others	CIS <sup>2</sup> related materials				CIS <sup>2</sup> related materials		
Agro-chemicals		NC-520 (insecticide)	VERDAD	9.6		QUINTEC <sup>3</sup>	VERDAD	
		NC-656 (herbicide)	DITHANE <sup>3</sup>			NC-520 (insecticide)	NC-656 (herbicide)	
			QUINTEC <sup>3</sup>				DITHANE <sup>3</sup>	
Health-care	● Custom Chemicals	New APIs	Eldecalcitol	2.4		New APIs	Eldecalcitol	
		Peptides				Peptides		
Total ¥23.9 billion								

1: Products launched in or after FY2019, including pre-commercial samples 2: CIS (CMOS Image Sensor)

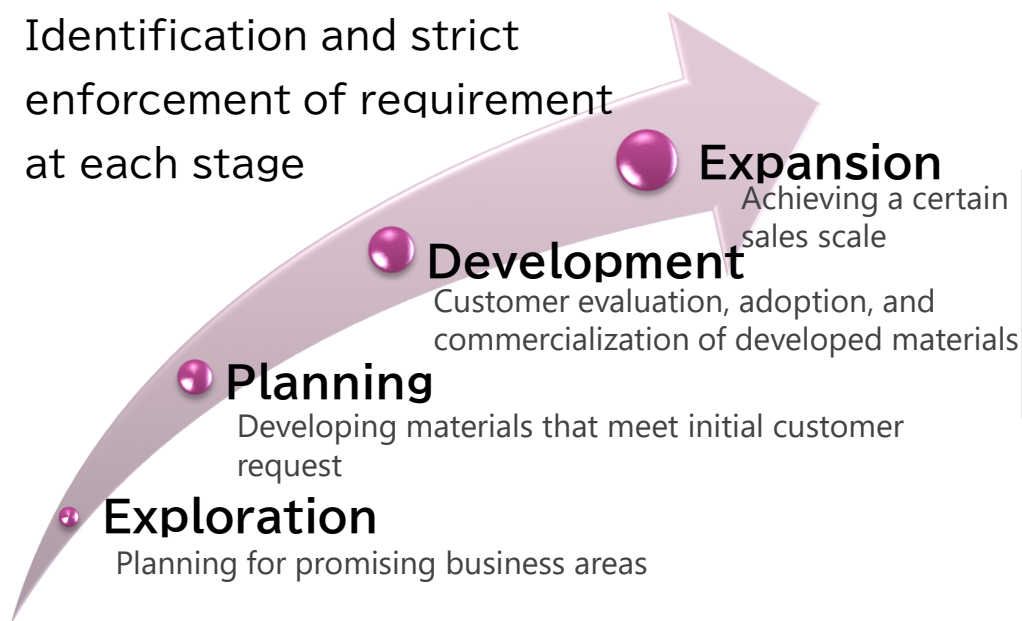
3: Products acquired from other companies 4: Products other than those shown are included in the total figures.

## Developing New Products by Planning & Development Div.

Enhancing selection and concentration to develop new products through accelerating Go/Stop & target identification

### Accelerating Go/Stop

Identification and strict enforcement of requirement at each stage



### Identification of target materials

Organization change  
as of April 1, 2025

LiB Materials  
Business Development Group

Optical Interconnect  
Materials Development Group

Thermal Management  
Materials Development Group

Energy  
Materials Development Group

Innovative  
Business Planning Group

Not Changed

Research  
Management Dept.

Healthcare  
Business Development  
Dept.

Animal Care  
Planning Group

PSC<sup>1</sup>  
Materials Development Team

Hydrogen Energy  
Materials Development Team

Next Generation Battery  
Materials Development Team

### Sales of new products<sup>2</sup>

#### FY2030 Image

	< ¥1 billion	≥ ¥1 billion	≥ ¥3 billion
Planning & Development Div.	Life Science	Information & Communications	Environment & Energy

1: PSC(Perovskite Solar Cells)

2: Products launched in or after FY2019, including pre-commercial samples

## Environment & Energy

### Slurry Additives for LiB

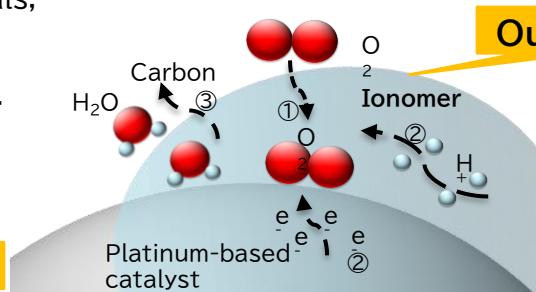


Mixed slurry of active materials, binder, conductive materials, etc.

**Our target**

- Our material: Slurry additives
- Application: Improving battery characteristics and productivity

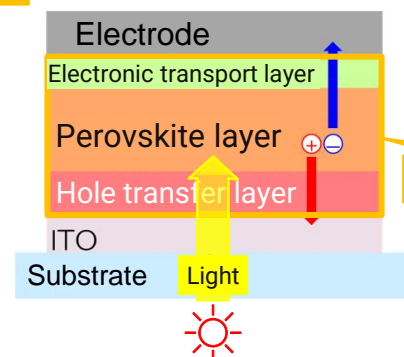
### Hydrogen Energy Materials



**Our target**

- Our material: Proton conducting polymers (Ionomer)
- Application: Improving efficiency of water electrolysis and fuel Cells, PFAS-free

### Perovskite Solar Cells Materials



**Our target**

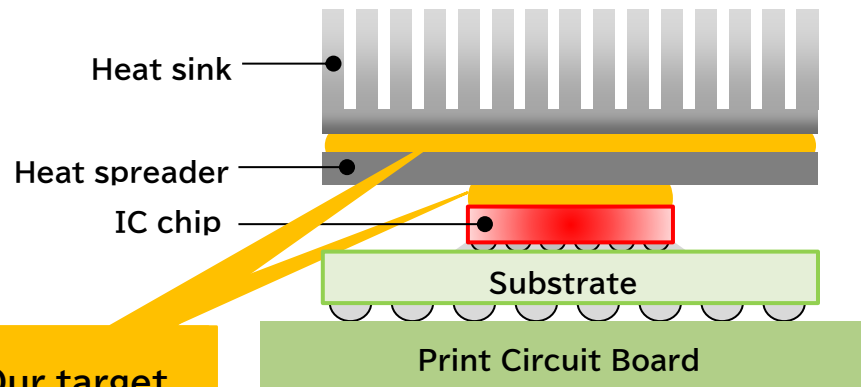
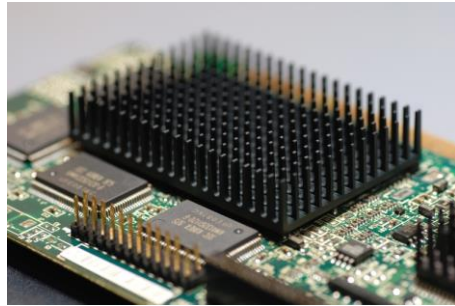
- Our material: Peripheral materials of the power generation layer
- Application: Improving the durability of perovskite solar cells



# (Ref.) New Products under Development in Planning & Development Div.②

## Information & Communications

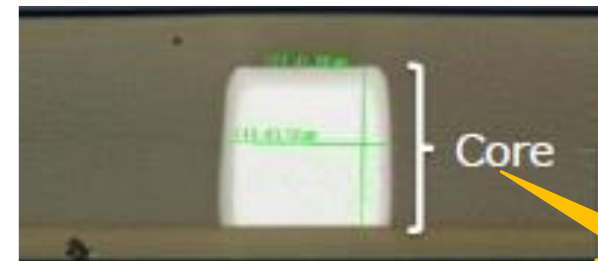
### Thermal Management Materials



**Our target**

- Our material :Liquid metal composites material
- Application:Reducing the thermal resistance between an IC chip and a heat sink/spreader

### Optical Interconnect Materials



**Our target**

- Our material :Optical waveguide material
- Application:Reducing insertion loss by optimizing the refractive index of Core-Clad



# (Ref.) New Products under Development in Planning & Development Div.③

## Life Science

### Drug Discovery



- Our material :Oligonucleotides
- Application :Antisense , siRNA therapeutics, etc.
  - New drug discovery by using our proprietary modified nucleic acids (MCE) and by conducting multiple drug discovery programs with pharma companies and academia

### Regenerative Medicine

- Our material :FCeM<sup>®</sup> (Cell culture materials)
- Application :Scaffold for suspension and dispersion culture of adherent cells
  - Contributing to processes such as culture, dispensing, storage, transportation

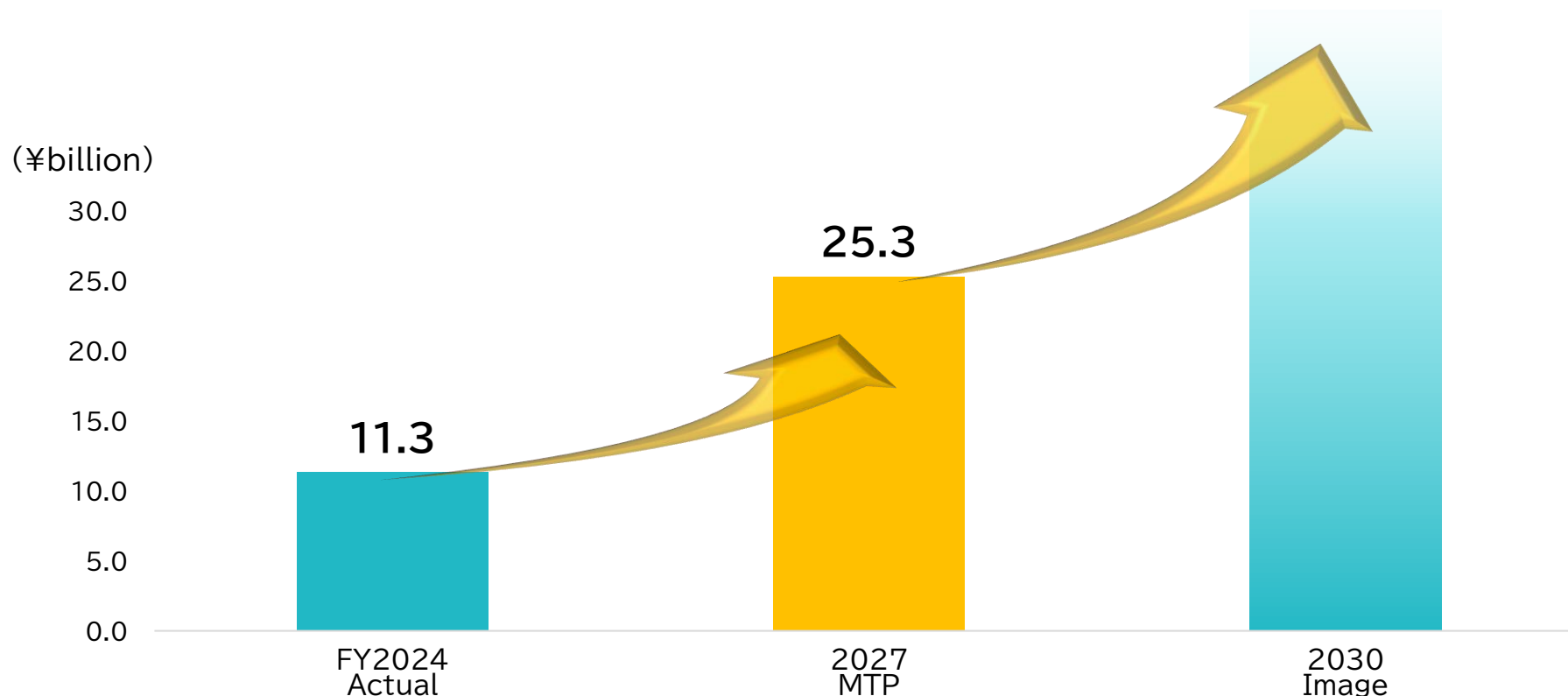


- Our material:prevelex<sup>®</sup>
- Application :Anti-adhesion coating materials
  - Hydrophilic coating materials
  - Contributing to processes such as spheroid formation and cell harvesting

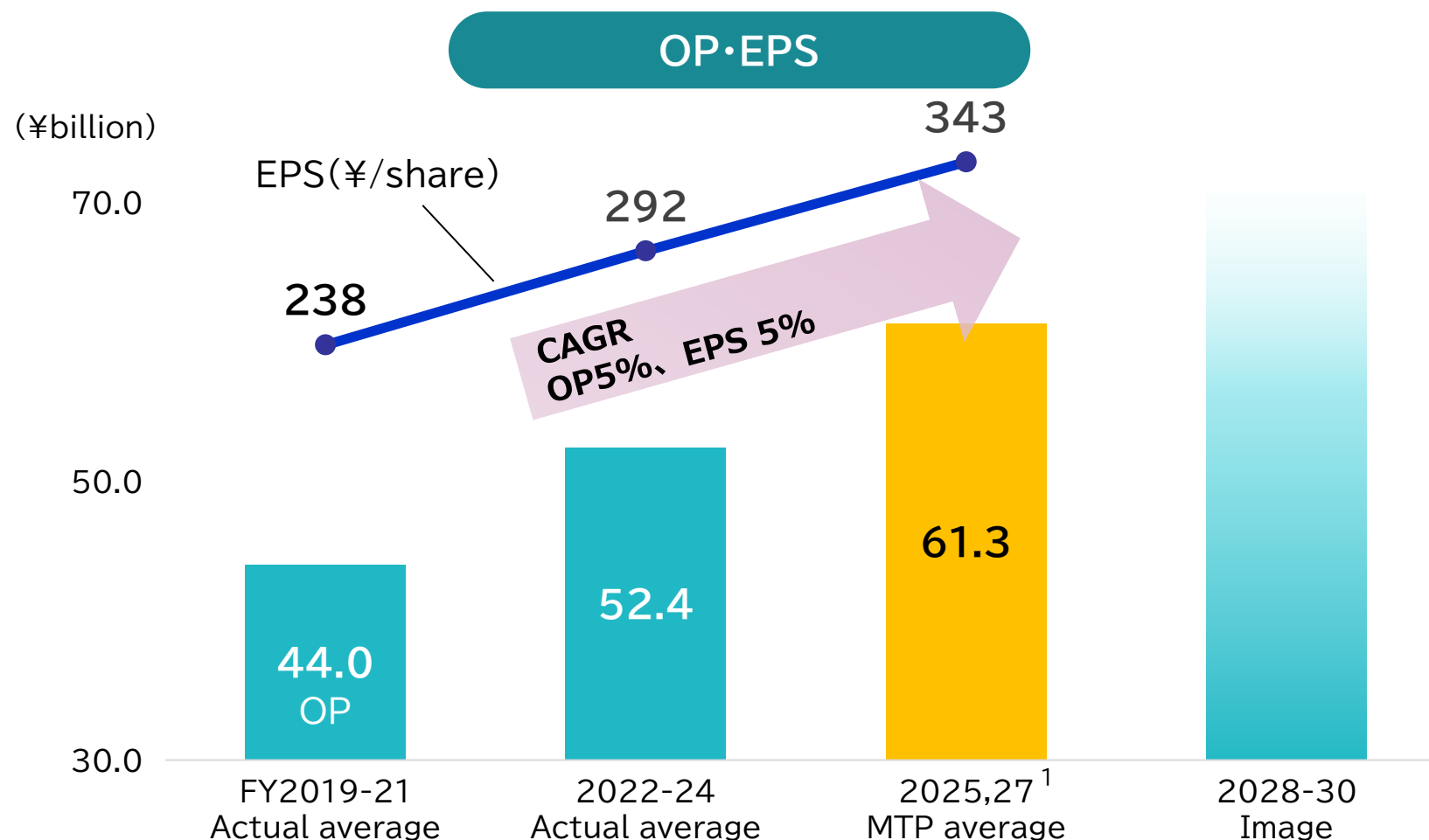
## Next-generation Materials/APIs/Drugs/, New Products Sales<sup>1</sup>

Developing products for the next growth driver

### Next-generation Materials/APIs/Drugs, New Products Sales



**Building foundation for continuous growth and stable earnings during Stage II**  
(FY2025,27 MTP average<sup>1</sup> CAGR(compared to FY2022-24 Actual average): OP 5%, EPS 5%)



# Strengthening Business Foundation - Policies and Measures

## Strengthening business foundation for the continuous growth

### Governance, Compliance, & Sustainability

- Strengthening governance and compliance system
- Making the Responsible Care initiatives be followed thoroughly
- Strengthening the quality assurance system

### Human Resource Development

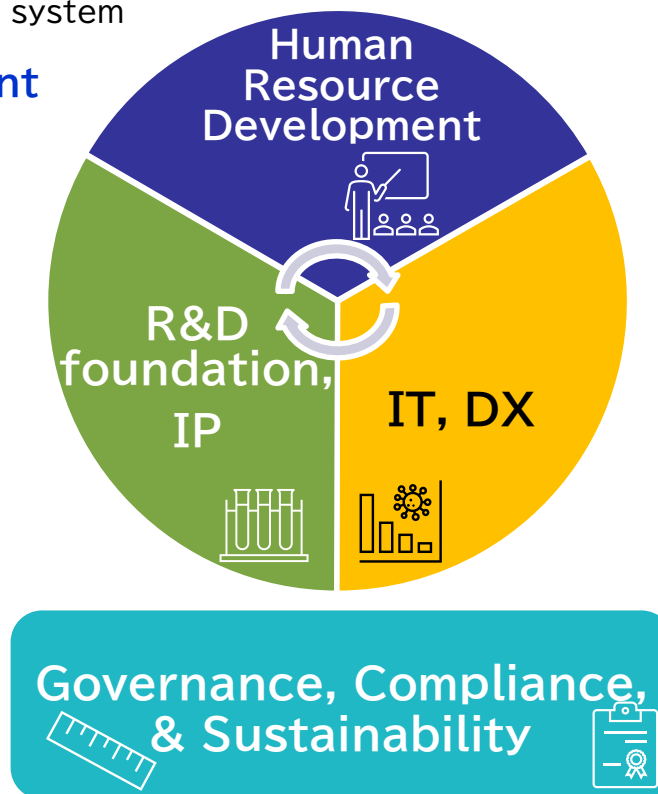
- Increasing the level and quality of candidates for future top management and managers
- Developing global and DX capable human resources, including data scientists
- Supporting career development and enhancing talent management

### R&D foundation, IP

- Setting up second base for research on semiconductors
- Strengthening analytical infrastructure by utilization of cutting-edge technology
- Introducing Product Lifecycle Management system
- Supporting businesses by leveraging IP landscape analysis

### IT・DX

- Enhancing digital infrastructure
- Implementing security tools
- Utilizing informatics for research of materials



### Target of non-financial indicators in FY2027

#### Materiality

#### Nissan Chemical Sustainable Agenda

Rate of total sales of products and services that contribute to solving social issues in consolidated net sales

**60% or more**

(Revised from "Maintain 55% or more")

(Maintained 55% or more in FY2024 Actual)

#### Human Resource Development

Positive response rate in survey of employee attitude

**65% or more**

(60% in FY2024 Actual)

#### Promoting Diversity

Proportion of female researchers

**18% or more**

(18.5% in FY2024 Actual)

#### GHG Emission Target

Reduced by

**30% or more**

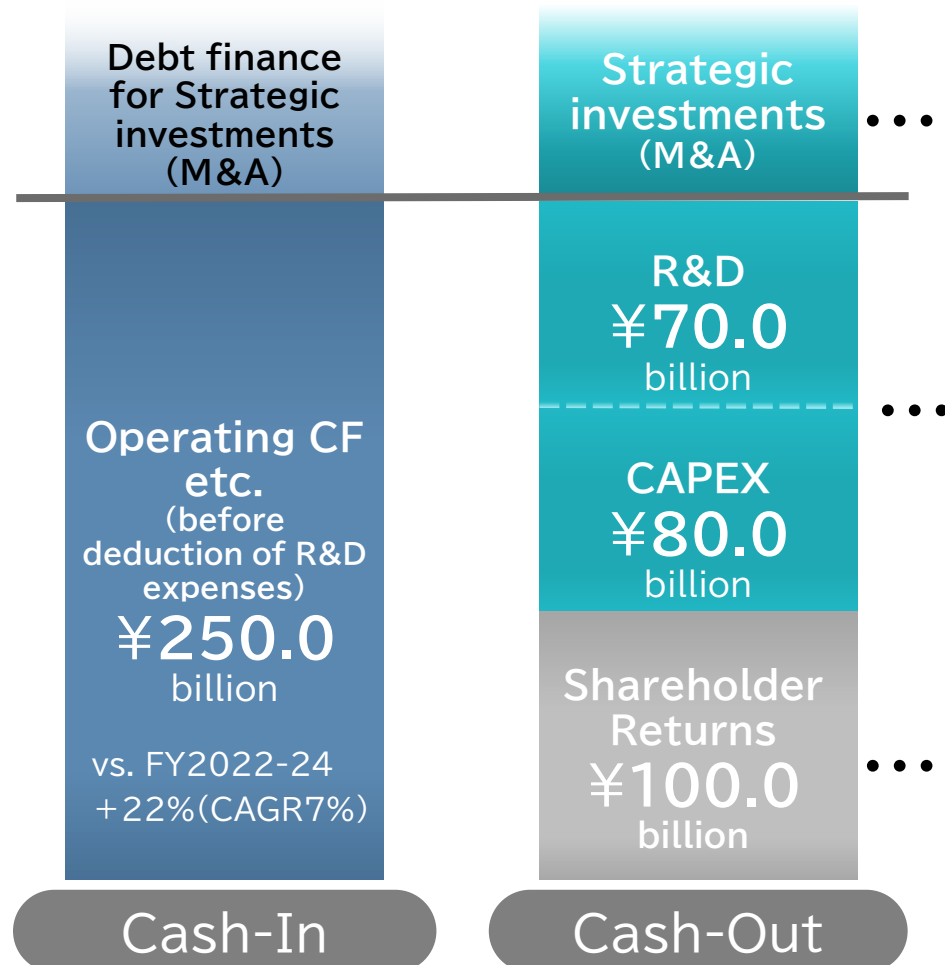
compared to FY2018

(22% in FY2024 Provisional)

# Vista2027 Stage II Capital Allocation Image

- Generating cash steadily
- Strategic capital allocation for continuous growth and enhancement of Corporate Value

FY2025–27 Total(Round number)



## Allocation Strategies

- **Strategic investments (M&A):**
  - Debt finance
  - Maintaining a certain level of financial discipline (maintaining external ratings)
- **Concentrating investments towards continuous growth:**
  - Developing products for the next growth driver
  - Concentrating investments into Performance Materials and Agrochemicals to maximize profits
  - vs. FY2022-24 total: +37%(CAGR 11%)
- **Continuing proactive shareholder return:**
  - 75% or more of Total Payout Ratio

**May 15, 2025**

# **Medium-Term Business Plan "Vista 2027 Stage II" Policies and Measures of each segment**

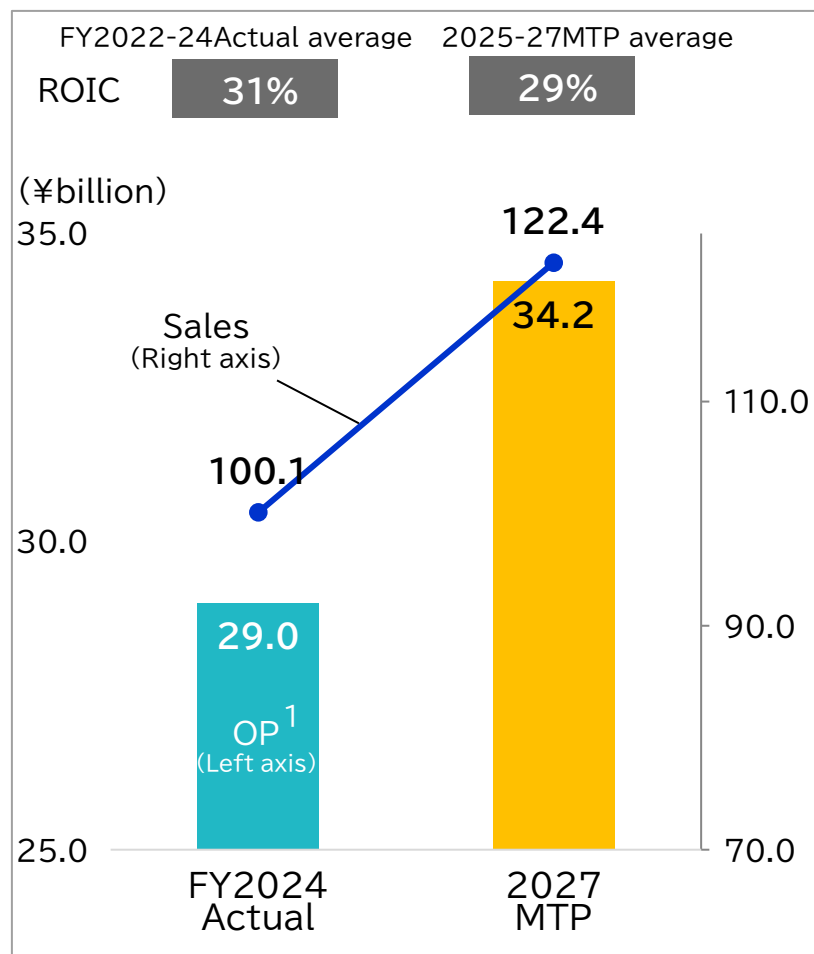
Translation of presentation materials for the conference call held on May 15, 2025

**Presented by MATSUOKA Takeshi**  
Director, Managing Executive Officer

# Policies and Measures

- Maintaining/expanding market share of semis and inorganic materials
- Accelerating development of next-generation materials through concentrated investments

## Profit and loss, ROIC



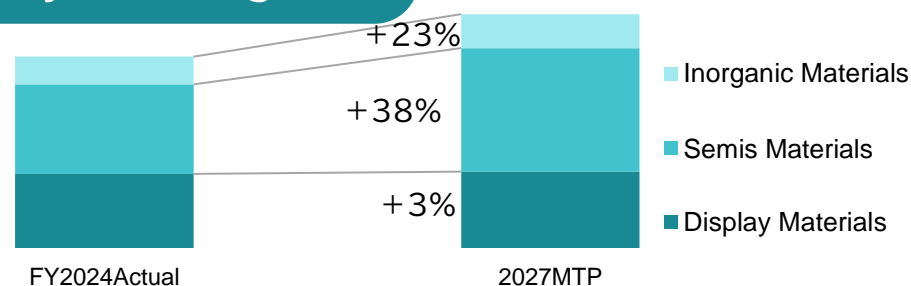
## Policies and measures

- Maintaining/expanding market share of semis materials through concentrated investments of resources
- Maintaining market share of display materials and launching next-generation materials
- Expanding sales of SNOWTEX (especially polishing)
- Moving away from self-reliance by leveraging M&A etc.

## Next-generation materials

- Developing 3D packaging process, EUV materials
- Developing next-generation EL materials
- Developing new Organo Sol

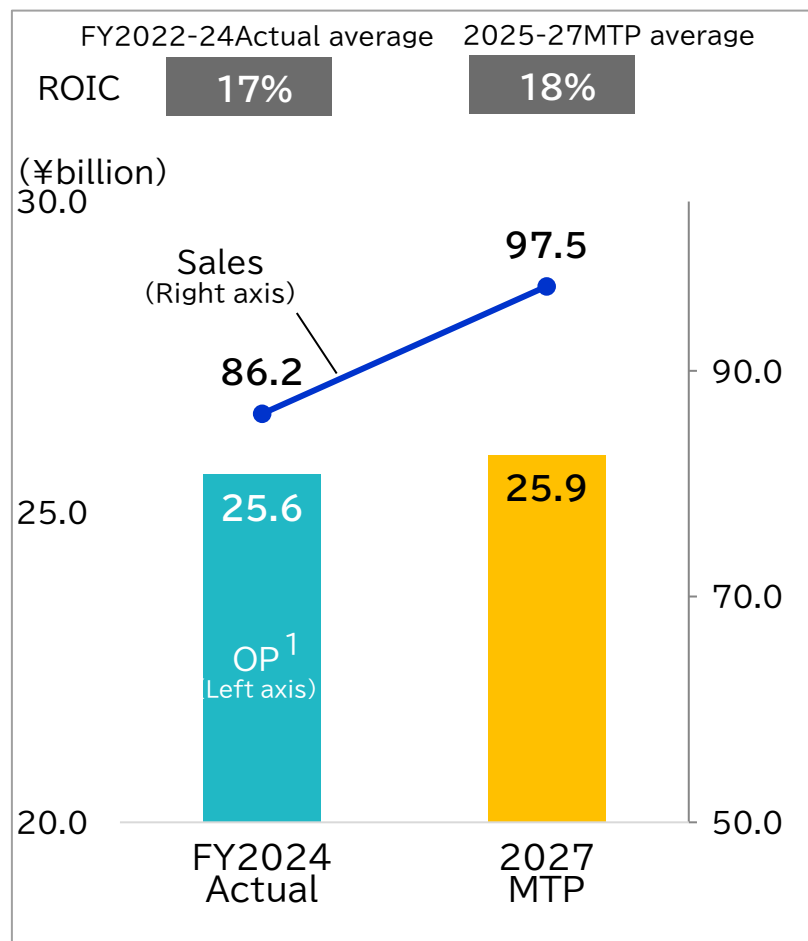
## Sales by sub-segment



# Policies and Measures

- Maintaining No.1 domestic market share and expanding overseas sales
- Accelerating development of new pesticides, veterinary drugs, and biological pesticides through concentrated investments

## Profit and loss, ROIC



## Policies and measures

- Maintaining the domestic market share as No.1 and expanding sales through launching new pesticides
- Expanding sales area in overseas markets
- Supplying Fluralaner stably
- Leveraging M&A proactively

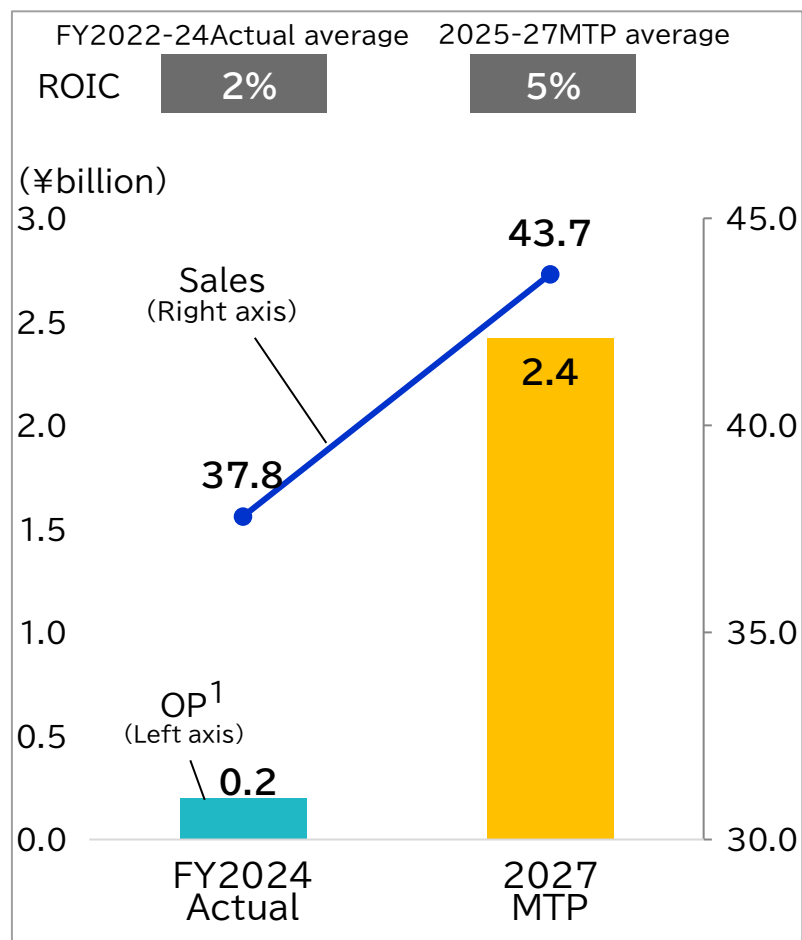
## New APIs, New products

- Developing and launching new APIs (VERDAD, NC-656(herbicide), and NC-520(insecticide))
- Developing new veterinary drugs
- Developing biological pesticides and biostimulants
- Enhancing pipelines and accelerating to advance development phase



- Improving OP margin through improvement of the profitability of Ammonia-related products
- Expanding sales of high purity sulfuric acid for semis

## Profit and loss, ROIC



## Policies and measures

- Improving the profitability of Ammonia-related products (please refer to the next page)
- Expanding sales of high purity sulfuric acid in response to increasing demand for semis
- Revising sales prices in response to increased costs of raw materials, freight, etc.
- Reforming the structure to secure a stable profit (over 5% of the OP margin) in FY2027
- Expanding sales of FINEOXOCOL and STARFINE and establishing stable supply system of the products

## Synergy with other businesses

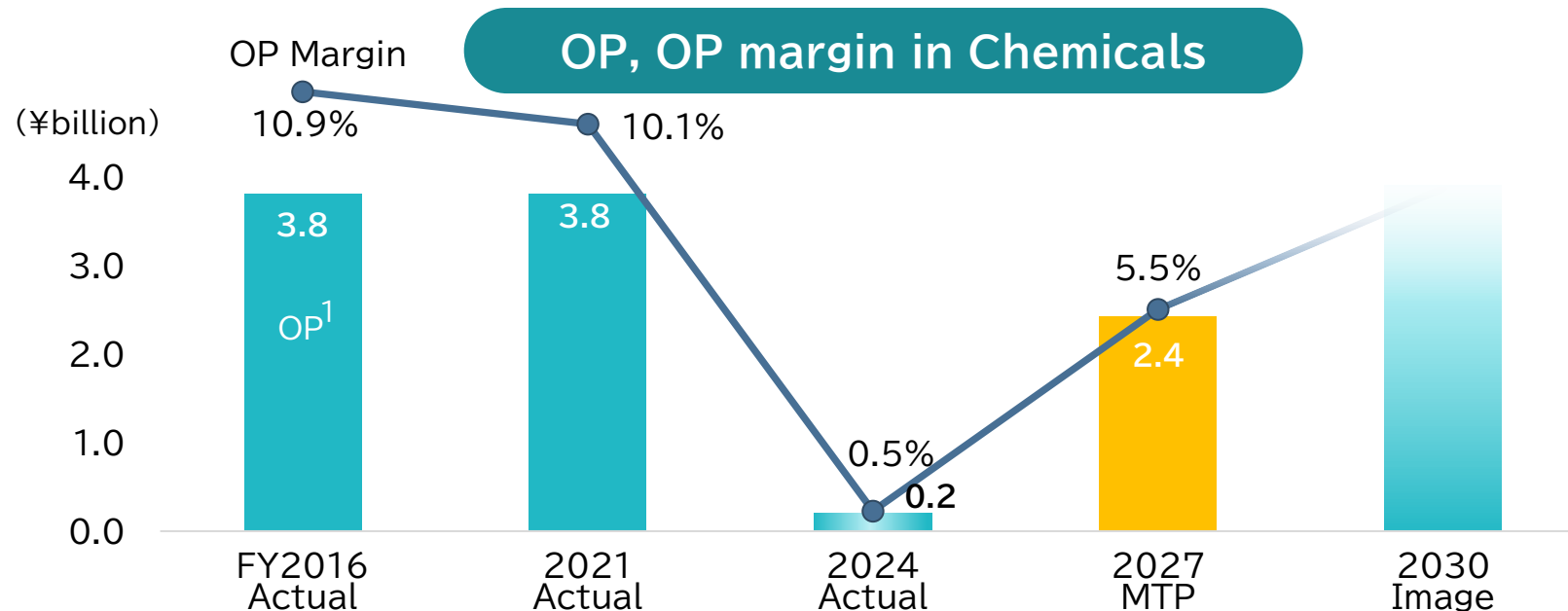
- Operating Ammonia-related plants, which requires high skills and knowledges, contributes to the cultivation of our plant engineers and the differentiation of manufacturing processes across our entire group

Reforming the structure to secure a stable profit (over 5% of the OP margin) in and after FY2027

### Policies and measures

Cost reduction during FY2025 to FY2030 is projected to reach ¥4.0 to 5.0 billion, including an impairment loss of ¥2.8 billion booked in FY2024

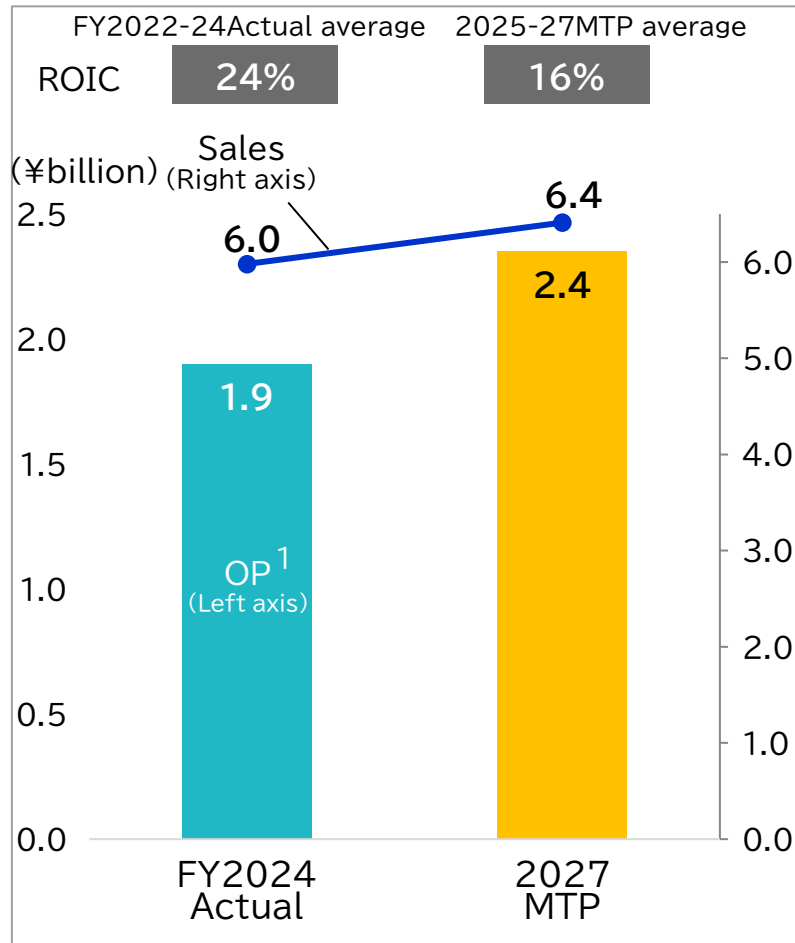
- Continuing measures for fixed and flexible costs reduction
  - Downscaling the manufacturing capacity for TEPIC by half
  - Procuring multiple sources for raw materials
- Leveraging outside manufacturing contractors
- Discontinuing unprofitable products



# Policies and Measures

- Expanding sales and development of generic APIs
- Accelerating development of a novel therapeutic agent for chronic pain and advancing its development phase

## Profit and loss, ROIC



## Policies and measures

- Maximizing profits of existing products
- Early monetization through concentrating resources on late-phase developing products and post-marketed products
- Reinforcing global sales initiatives for new customers

## New APIs, New products

- Enhancing CDMO business through manufacturing capability for highly potent small molecules peptides
- Achieving development milestone of NIP-322, a novel therapeutic agent for chronic pain
- Advancing oligonucleotide drug discovery and expanding collaborative partnerships
- Supplying anti-adhesion coating materials stably and expanding application of them

# Vista2027 Stage II(FY2025-27)

## Profit and Loss by Segment

		FY2024 Actual	FY2027 MTP <sup>1</sup>	FY2027 -FY2024	CAGR
(¥billion)		①	②	②-①	
Chemicals	Sales	37.8	43.7	+5.9	5%
	OP	0.2	2.4	+2.2	138%
Performance Materials	Sales	100.1	122.4	+22.3	7%
	OP	29.0	34.2	+5.2	6%
Agrochemicals	Sales	86.2	97.5	+11.3	4%
	OP	25.6	25.9	+0.3	1%
Healthcare	Sales	6.0	6.4	+0.4	2%
	OP	1.9	2.4	+0.5	8%
Others <sup>2</sup>	Sales	21.3	23.0	+1.7	3%
	OP	0.1	0.1	0.0	-
Total	Sales	251.4	293.0	+41.6	5%
	OP	56.8	65.0	+8.2	5%

1: OP by new allocation basis from FY2025 (please refer to p10)

2: Planning & Development Division, Trading, Others, Adjustment

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The forward looking statements in this material are based on information available at the time of preparation of the material. Although they reflect our current expectations, these statements are not guarantees of future performance, but include a number of risks and uncertainties. Actual results may largely differ from these statements due to various factors which may be beyond company control.

No information in this material is provided as an offer to buy or sell the shares of the company. We urge users of the material to make investment decision based upon own judgment.

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