

November 12, 2020

Presentation for Investors

2Q FY2020 (April 1- September 30, 2020) Financial Results

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2020 Award for Excellence
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Nissan Chemical
CORPORATION

**Institutional
Investor**

2020 ALL-JAPAN EXECUTIVE TEAM

MOST HONORED COMPANY

NISSAN CHEMICAL CORPORATION

1H FY2020 Actual Highlight

1. vs. 1H FY2019 Actual

- ◆ **OP flat (1H FY2020 Actual ¥18.0 billion vs. 1H FY2019 Actual ¥18.0 billion)**
 - Chemicals OP down due to sales decrease in melamine, TEPIC and environmental related products
 - Performance Materials OP up due to substantial sales increase in Display Materials and Semis Materials, and fixed cost down
 - Agro OP down due to Fluralaner sales decrease (above the Outlook as of May 2020) despite ALTAIR sales increase, and fixed cost up
 - Pharma OP down due to LIVALO sales decrease, while Custom Chemicals sales increase
- ◆ **Net Income down ¥0.6 billion (1H FY2020 Actual ¥13.9 billion vs. 1H FY2019 Actual ¥14.5 billion)**

2. vs. 1H FY2020 Outlook as of May 2020

- ◆ **OP above target ¥1.9 billion (1H FY2020 Actual ¥18.0 billion vs. 1H FY2020 Outlook ¥16.1 billion)**
 - Chemicals OP significantly below target due to sales below target mainly in melamine, TEPIC and environmental related products
 - Performance Materials OP above target due to sales above target in Semis Materials, and fixed cost below expectations
 - Agro OP above target due to fixed cost below target, while sales below target (Fluralaner sales above target, other agrochemical products sales below target overall)
 - Pharma OP slightly below target
- ◆ **Net Income above target ¥1.4 billion (1H FY2020 Actual ¥13.9 billion vs. 1H FY2020 Outlook ¥12.5 billion)**

2H FY2020 Outlook Highlight

1. vs. 2H FY2019 Actual

- ◆ OP up ¥1.7 billion (2H FY2020 Outlook ¥22.3 billion vs. 2H FY2019 Actual ¥20.6 billion)
 - Chemicals OP up due to sales increase in high purity sulfuric acid, Nitric acid products, TEPIC for general applications and environmental related products
 - Performance Materials OP up due to substantial sales increase in Semis Materials
 - Agro OP up due to sales increase in ALTAIR, GRACIA and Fluralaner
 - Pharma OP up due to Custom Chemicals sales increase
- ◆ Net Income up ¥1.2 billion (2H FY2020 Outlook ¥17.5 billion vs. 2H FY2019 Actual ¥16.3 billion)

2. vs. 2H FY2020 Outlook as of May 2020

- ◆ OP below target ¥0.9 billion (2H FY2020 Outlook as of Nov. ¥22.3 billion vs. 2H FY2020 Outlook as of May ¥23.2 billion)
 - Chemicals OP below target due to sales below target mainly in melamine and Nitric acid products
 - Performance Materials OP above target due to substantial sales increase in Semis Materials
 - Agro OP below target due to sales below target mainly in GRACIA and Fluralaner
 - Pharma OP above target due to LIVALO sales above target
- ◆ Net Income below target ¥0.8 billion (2H FY2020 Outlook as of Nov. ¥17.5 billion vs. 2H FY2020 Outlook as of May ¥18.3 billion)

Full Year FY2020 Outlook Highlight

1. vs. Full Year FY2019 Actual

- ◆ OP up ¥1.7 billion (FY2020 Outlook as of Nov. ¥40.3 billion vs. FY2019 Actual ¥38.6 billion)
 - Chemicals OP down due to sales decrease in melamine and TEPIC
 - Performance Materials OP up due to sales increase in Display Materials and Semis Materials, and fixed cost down
 - Agro OP down due to fixed cost up, while sales increase in ALTAIR and GRACIA
 - Pharma OP down due to LIVALO sales decrease, while Custom Chemicals sales increase
- ◆ Net Income up ¥0.6 billion (FY2020 Outlook as of Nov. ¥31.4 billion vs. FY2019 Actual ¥30.8 billion)

2. vs. Full Year FY2020 Outlook as of May 2020

- ◆ OP above target ¥1.0 billion (FY2020 Outlook as of Nov. ¥40.3 billion vs. FY2020 Outlook as of May ¥39.3 billion)
 - Chemicals OP below target due to sales below target mainly in melamine, Nitric acid products and TEPIC
 - Performance Materials OP above target due to sales above target in Semis Materials, and fixed cost below expectations
 - Agro OP above target due to fixed cost below target, while sales below target
 - Pharma OP above target due to LIVALO sales above target
- ◆ Net Income above target ¥0.6 billion (FY2020 Outlook as of Nov. ¥31.4 billion vs. FY2020 Outlook as of May ¥30.8 billion)

3. Shareholders Return

- ◆ Annual dividend up ¥8/share
(FY2020 Outlook as of Nov. ¥98 = 1H 46 + 2H 52 vs. FY2019 Actual ¥90 = 1H 42 + 2H 48),
up ¥2/share vs. FY2020 Outlook as of May ¥96 = 1H 46 + 2H 50
- ◆ Dividend payout ratio 45.1% vs. FY2019 Actual 42.8%
- ◆ Completed a ¥7.0 billion share repurchase program in July 2020
- ◆ Total payout ratio expected to be 67.2% taking into account of ¥98/share dividend and ¥7.0 billion share repurchase program (Mid-term Plan FY2020 target: 75%)

1H FY2020 PL

(¥billion)

	1H FY2019			1H FY2020			Change			Change (%)	1H FY2020 Outlook as of May 2020		
	1Q	2Q	1H	1Q	2Q	1H	1Q	2Q	1H	1H	1Q	2Q	1H
Sales	48.7	47.8	96.5	49.3	45.2	94.5	+0.6	-2.6	-2.0	-2%	49.8	46.8	96.6
Operating Profit	9.3	8.7	18.0	9.8	8.2	18.0	+0.5	-0.5	0.0	0%	8.5	7.6	16.1
Non-Operating Income/Expenses	0.7	-0.1	0.6	0.6	-0.4	0.2	-0.1	-0.3	-0.4	-	0.6	0.0	0.6
Ordinary Income	10.0	8.6	18.6	10.4	7.8	18.2	+0.4	-0.8	-0.4	-3%	9.1	7.6	16.7
Extraordinary Income/Loss	0.9	0.0	0.9	0.0	1.1	1.1	-0.9	+1.1	+0.2	-	0.0	0.0	0.0
Net Income (1)	7.8	6.7	14.5	7.6	6.3	13.9	-0.2	-0.4	-0.6	-4%	6.8	5.7	12.5
EBITDA (2)	11.6	11.1	22.7	12.1	10.7	22.8	+0.5	-0.4	+0.1	0%	-	-	20.5
EPS (¥/share)	53.13	45.62	98.75	52.38	43.58	95.96	-0.75	-2.04	-2.79	-3%	-	-	86.64
Dividend (¥/share)	-	-	42	-	-	46	-	-	+4		-	-	46
Total amount of Dividend	-	-	6.2	-	-	6.6	-	-	+0.4		-	-	6.6
OP Margin	19.2%	18.2%	18.7%	19.9%	18.1%	19.0%	+0.7%	-0.1%	+0.3%		17.1%	16.2%	16.7%
ROE	-	-	-	-	-	-	-	-	-		-	-	-
FX Rate (¥/\$)	110	107	109	108	106	107					-	-	108
Crude Oil (JCC) (\$/bbl) (3)	72	66	69	31	41	36					65	65	65

(1) Net income = Profit Attributable to Owners of Parent

(2) EBITDA = Operating Profit + Depreciation

(3) Based on Trade Statistics of Japan Ministry of Finance

1H FY2020 Review

< vs. 1H FY2019 >

(Sales) ◆ Down ¥ 2.0 billion (-2%) (+) Performance Materials, Trading
(-) Chemicals, Agrochemicals, Pharmaceuticals
(OP) ◆ Flat ¥ 0.0 billion (0%) (+) Performance Materials, Trading
(-) Chemicals, Agrochemicals, Pharmaceuticals

(Ordinary Income) ◆ Down ¥ 0.4 billion (-3%)
(Extraordinary Income/Loss) ◆ Up ¥ 0.2 billion

1H FY2020 Up ¥1.1 billion

(Gain on sales of investment securities ¥1.1 billion, sales amount ¥1.6 billion, sold 11 listed companies shares, sold 100% of our shareholdings of 7 listed companies)

1H FY2019 Up ¥0.9 billion

(Net Income) ◆ Down ¥ 0.6 billion (-4%)
(EPS) ◆ Down ¥ 2.79 (-3%)

< Shareholders Return >

(Dividend) ◆ 1H ¥46/share (up ¥4 vs. 1H FY2019) (In line with FY2020 Outlook as of May 2020)
(Share Repurchase) ◆ ¥7.0 billion, 1.33 million shares completed in July 2020
(Cancelled 1.0 million shares in August 2020)

< vs. 1H FY2020 Outlook as of May 2020 >

(Sales) ◆ Down ¥ 2.1 billion (+) Performance Materials, Pharmaceuticals, Trading
(-) Chemicals, Agrochemicals
(OP) ◆ Up ¥ 1.9 billion (+) Performance Materials, Agrochemicals, Trading
(-) Chemicals, Pharmaceuticals

(Ordinary Income) ◆ Up ¥ 1.5 billion
(Extraordinary Income/Loss) ◆ Up ¥ 1.1 billion

1H FY2020 Up ¥1.1 billion

(Gain on sales of investment securities ¥1.1 billion, sales amount ¥1.6 billion, sold 11 listed companies shares, sold 100% of our shareholdings of 7 listed companies)

(Net Income) ◆ Up ¥ 1.4 billion
(EPS) ◆ Up ¥ 9.32

FY2020 Outlook (Including 3Q and 4Q Outlook)

(¥billion)

	FY2019 Actual							FY2020 Outlook as of Nov. 2020							FY2020 Outlook as of May 2020					
	1Q	2Q	1H	3Q	4Q	2H	Total	1Q Actual	2Q Actual	1H Actual	3Q	4Q	2H	Total	1Q	2Q	1H	2H	Total	
Sales	48.7	47.8	96.5	41.5	68.8	110.3	206.8	49.3	45.2	94.5	44.7	70.3	115.0	Record	209.5	49.8	46.8	96.6	117.9	214.5
Operating Profit	9.3	8.7	18.0	3.4	17.2	20.6	38.6	9.8	8.2	18.0	4.2	18.1	22.3	Record	40.3	8.5	7.6	16.1	23.2	39.3
Non-Operating Income/Expenses	0.7	-0.1	0.6	0.5	0.3	0.8	1.4	0.6	-0.4	0.2	0.5	0.1	0.6		0.8	0.6	0.0	0.6	0.5	1.1
Ordinary Income	10.0	8.6	18.6	3.9	17.5	21.4	40.0	10.4	7.8	18.2	4.7	18.2	22.9	Record	41.1	9.1	7.6	16.7	23.7	40.4
Extraordinary Income/Loss (1)	0.9	0.0	0.9	0.0	0.1	0.1	1.0	0.0	1.1	1.1	0.0	0.5	0.5		1.6	0.0	0.0	0.0	0.5	0.5
Net Income (2)	7.8	6.7	14.5	3.0	13.3	16.3	30.8	7.6	6.3	13.9	3.7	13.8	17.5	Record	31.4	6.8	5.7	12.5	18.3	30.8
EBITDA (3)	11.6	11.1	22.7	6.3	20.2	26.5	49.2	12.1	10.7	22.8	-	-	27.9		50.7	-	-	20.5	28.5	49.0
EPS (¥/share)	53.13	45.62	98.75	20.76	90.58	111.34	210.09	52.38	43.58	95.96	-	-	121.60		217.56	-	-	86.64	127.59	214.23
Dividend (¥/share)	-	-	42	-	-	48	90	-	-	46	-	-	52		98	-	-	46	50	96
Dividend payout ratio (%)	-	-	-	-	-	-	42.8	-	-	-	-	-	-		45.1	-	-	-	-	44.8
Total amount of Dividend	-	-	6.2	-	-	6.9	13.1	-	-	6.6	-	-	7.5		14.1	-	-	6.6	7.2	13.8
OP Margin	19.2%	18.2%	18.7%	8.2%	25.0%	18.7%	18.7%	19.9%	18.1%	19.0%	9.4%	25.7%	19.4%		19.2%	17.1%	16.2%	16.7%	19.7%	18.3%
ROE	-	-	-	-	-	-	16.9%	-	-	-	-	-	-		16.6%	-	-	-	-	16.4%
FX Rate (¥/\$)	110	107	109	109	109	109	109	108	106	107	105	105	105			-	-	108	108	108
Crude Oil (JCC) (\$/bbl) (4)	72	66	69	66	68	67	68	31	41	36	-	-	44			65	65	65	65	65

(1) FY2020 Outlook as of Nov. 2020: Gain on sales of investment securities Total ¥1.6 billion

(2) Net income = Profit Attributable to Owners of Parent

(3) EBITDA = Operating Profit + Depreciation

(4) Based on Trade Statistics of Japan Ministry of Finance

2H FY2020 Outlook

< vs. 2H FY2019 >

(Sales) ◆ Up ¥ 4.7 billion (+4%)

(+) Performance Materials, Agrochemicals,
Pharmaceuticals, Trading

(OP) ◆ Up ¥ 1.7 billion (+8%)

(-) Chemicals

(+) Chemicals, Performance Materials, Agrochemicals,
Pharmaceuticals

(-) Trading

(Ordinary Income) ◆ Up ¥ 1.5 billion (+7%)

(Net Income) ◆ Up ¥ 1.2 billion (+8%)

(EPS) ◆ Up ¥ 10.26 (+9%)

3Q (OP) ◆ Up ¥ 0.8 billion (+23%)

4Q (OP) ◆ Up ¥ 0.9 billion (+5%)

< vs. 2H FY2020 Outlook as of May 2020 >

(Sales) ◆ Down ¥ 2.9 billion

(+) Pharmaceuticals, Trading

(-) Chemicals, Performance Materials, Agrochemicals

(OP) ◆ Down ¥ 0.9 billion

(+) Performance Materials, Pharmaceuticals

(-) Chemicals, Agrochemicals, Trading

(Ordinary Income) ◆ Down ¥ 0.8 billion

(Net Income) ◆ Down ¥ 0.8 billion

(EPS) ◆ Down ¥ 5.99

Full Year FY2020 Outlook

< vs. FY2019 >

(Sales) ◆ Up	¥ 2.7	billion	(+1%)	(+) Performance Materials, Agrochemicals, Trading
				(-) Chemicals, Pharmaceuticals
(OP) ◆ Up	¥ 1.7	billion	(+4%)	(+) Performance Materials
				(±) Trading
				(-) Chemicals, Agrochemicals, Pharmaceuticals
(Ordinary Income) ◆ Up	¥ 1.1	billion	(+3%)	
(Net Income) ◆ Up	¥ 0.6	billion	(+2%)	
(EPS) ◆ Up	¥ 7.47		(+4%)	

OP and Ordinary Income expected to renew the highest results of a full year in 7 consecutive years.
 Net Income expected to renew the highest results of a full year in 8 consecutive years.

< vs. FY2020 Outlook as of May 2020 >

(Sales) ◆ Down	¥ 5.0	billion		(+) Pharmaceuticals, Trading
				(-) Chemicals, Performance Materials, Agrochemicals
(OP) ◆ Up	¥ 1.0	billion		(+) Performance Materials, Agrochemicals, Pharmaceuticals, Trading
				(-) Chemicals
(Ordinary Income) ◆ Up	¥ 0.7	billion		
(Extraordinary Income/Loss) ◆ Up	¥ 1.1	billion		
	1H FY2020 Up ¥1.1 billion			(Gain on sales of investment securities ¥1.1 billion, sales amount ¥1.6 billion, sold 11 listed companies shares, sold 100% of our shareholdings of 7 listed companies)
(Net Income) ◆ Up	¥ 0.6	billion		
(EPS) ◆ Up	¥ 3.33			

< Shareholders Return >

- (Dividend) ◆ 1H ¥46/share, 2H ¥52/share (Dividend Payout Ratio : 45.1%)
(1H up ¥4, 2H up ¥4 vs. FY2019) (2H up ¥2 vs. FY2020 Outlook as of May 2020)
- (Share Repurchase) ◆ ¥7.0 billion, 1.33 million shares completed in July 2020
(Cancelled 1.0 million shares in August 2020)
- (Total Payout Ratio Target) ◆ 75% (67.2% based on ¥98/share dividend and ¥7.0 billion share repurchase)

1H FY2020 Actual, FY2020 Outlook

Non-Operating Income/Expenses, Extraordinary Income/Loss

(¥billion)

	FY2019 Actual			FY2020 Outlook as of Nov. 2020			Change			FY2020 Outlook as of May 2020		
	1H	2H	Total	1H Actual	2H	Total	1H Actual	2H	Total	1H	2H	Total
Non-Operating Income	1.36	1.25	2.61	0.95	1.47	2.42	-0.41	+0.22	-0.19	1.05	1.47	2.52
Interest income, dividend income	0.37	0.45	0.82	0.35	0.42	0.77	-0.02	-0.03	-0.05	0.35	0.45	0.80
Equity in earnings of affiliates	0.40	0.55	0.95	0.26	0.80	1.06	-0.14	+0.25	+0.11	0.43	0.68	1.11
Foreign exchange gains	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Others	0.59	0.25	0.84	0.34	0.25	0.59	-0.25	0.00	-0.25	0.27	0.34	0.61
Non-Operating Expenses	0.74	0.52	1.26	0.76	0.85	1.61	+0.02	+0.33	+0.35	0.48	0.90	1.38
Interest expense	0.07	0.05	0.12	0.05	0.04	0.09	-0.02	-0.01	-0.03	0.07	0.05	0.12
Loss on disposal of non-current assets	0.20	0.24	0.44	0.29	0.64	0.93	+0.09	+0.40	+0.49	0.32	0.67	0.99
Foreign exchange losses	0.22	0.02	0.24	0.26	0.00	0.26	+0.04	-0.02	+0.02	0.00	0.00	0.00
Others	0.25	0.21	0.46	0.16	0.17	0.33	-0.09	-0.04	-0.13	0.09	0.18	0.27
Extraordinary Income (1)	1.69	0.14	1.83	1.09	0.51	1.60	-0.60	+0.37	-0.23	0.00	0.50	0.50
Extraordinary Loss	0.83	0.00	0.83	0.00	0.00	0.00	-0.83	0.00	-0.83	0.00	0.00	0.00

(1) Gain on sales of investment securities

1H FY2020 Actual, FY2020 Outlook

Cash Flows

(¥billion)

	1H FY2019 Actual	1H FY2020 Actual	FY2019 Actual	FY2020 Outlook as of Nov. 2020	FY2020 Outlook as of May 2020
CF from operating activities	31.9	33.6	35.5	35.0	39.1
Income before income taxes & non-controlling interests	19.5	19.3	41.0	42.7	40.9
Loss (gain) on sales of securities	-1.7	-1.1	-1.8	-1.6	-0.5
Depreciation and amortization (1)	4.7	4.8	10.5	10.4	10.9
Income taxes paid	-4.3	-6.6	-8.4	-11.4	-11.2
Working capital, others	13.7	17.2	-5.8	-5.1	-1.0
CF from investing activities	-2.4	-2.5	-15.6	-9.4	-11.9
Purchase of PPE	-4.2	-4.0	-8.9	-9.9	-11.1
Purchase and sales of investment securities	2.9	1.5	2.5	2.1	0.6
Others (2)	-1.1	0.0	-9.2	-1.6	-1.4
CF from financing activities	-33.4	-32.8	-25.2	-25.1	-25.1
Payout to shareholders (dividend)	-6.2	-7.0	-12.4	-23.1	-23.1
Payout to shareholders (share repurchase)	-6.0	-7.0	-10.0		
Borrowings	-20.3	-18.8	-1.9	-2.0	-2.0
Others (3)	-0.9	0.0	-0.9	0.0	0.0
Effect of exchange rate change on cash & cash equivalents	-0.4	0.0	-0.3	0.0	0.0
Change in cash & cash equivalents	-4.3	-1.7	-5.6	0.5	2.1
Cash & cash equivalents at the end of period	31.9	28.9	30.6	31.1	32.7

(1) Including amortization of goodwill

(2) FY2019 Actual: Payments for acquisition of QUINTEC -6.3, Others -2.9

(3) FY2019 Actual: Share repurchase related to Introduction

of a performance-linked stock compensation plan -0.8(in August 2019), Others -0.1

Balance Sheets

(¥billion)

	2019/9	2020/3 (A)	2020/9 (B)	Change (B) - (A)
Current assets	133.6	154.2	132.1	-22.1
Cash	31.9	30.6	28.9	-1.7
Accounts receivable	51.8	72.5	49.1	-23.4
Inventories	44.5	43.9	49.2	+5.3
Others	5.4	7.2	4.9	-2.3
Fixed assets	89.9	95.3	97.1	+1.8
Total PPE	52.2	51.6	51.2	-0.4
Intangible assets	1.4	7.4	7.2	-0.2
Investment securities*	30.4	30.9	33.9	+3.0
Others	5.9	5.4	4.8	-0.6
Total assets	223.5	249.5	229.2	-20.3

	2019/9	2020/3 (A)	2020/9 (B)	Change (B) - (A)
Liabilities	43.5	64.0	41.2	-22.8
Accounts payable	15.8	16.9	14.0	-2.9
Borrowings	6.2	24.6	5.8	-18.8
Others	21.5	22.5	21.4	-1.1
Net assets	180.0	185.5	188.0	+2.5
Shareholders' equity	171.0	177.1	177.0	-0.1
Valuation difference on available-for-sale securities	8.1	7.8	10.2	+2.4
Foreign currency translation adjustment	-0.9	-0.9	-0.8	+0.1
Non-controlling interests	1.6	1.6	1.6	0.0
Remeasurements of defined benefit plans	0.2	-0.1	0.0	+0.1
Total liabilities & Net assets	223.5	249.5	229.2	-20.3

*Investment securities

Listed shares	20.8	20.7	23.7	+3.0
Unlisted shares	2.4	2.6	2.6	0.0
Subsidiaries/Associates shares	7.2	7.6	7.6	0.0
Total	30.4	30.9	33.9	+3.0

• Equity Ratio 79.8% 73.7% 81.3%
 • D/E Ratio (1) -15.0% -3.4% -13.1%
 • Change in shareholders' equity -0.1

= Net Income 13.9 - Dividend and others 14.0

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

FY2020 Sales Outlook by Segment (1)(2)(3)

(¥billion)

	FY2019 Actual							FY2020 Outlook as of Nov. 2020							Change			FY2020 Outlook as of May 2020				
	1Q	2Q	1H	3Q	4Q	2H	Total	1Q Actual	2Q Actual	1H Actual	3Q	4Q	2H	Total	1H Actual	2H	Total	1Q	2Q	1H	2H	Total
Chem	8.4	8.4	16.8	8.7	8.8	17.5	34.3	7.4	7.3	14.7	8.1	8.9	17.0	31.7	-2.1	-0.5	-2.6	8.5	8.5	17.0	18.6	35.6
Fine	2.6	2.6	5.2	2.6	2.7	5.3	10.5	2.7	2.7	5.4	2.9	3.5	6.4	11.8	+0.2	+1.1	+1.3	3.2	3.2	6.4	6.7	13.1
Basic	5.8	5.8	11.6	6.1	6.1	12.2	23.8	4.7	4.6	9.3	5.2	5.4	10.6	19.9	-2.3	-1.6	-3.9	5.3	5.3	10.6	11.9	22.5
P.M	15.1	16.3	31.4	17.0	17.1	34.1	65.5	17.1	17.5	34.6	17.5	17.7	35.2	69.8	+3.2	+1.1	+4.3	16.9	17.2	34.1	36.0	70.1
Agro	14.7	13.2	27.9	5.5	30.6	36.1	64.0	14.6	11.1	25.7	8.2	30.7	38.9	64.6	-2.2	+2.8	+0.6	15.2	10.8	26.0	39.5	65.5
Pharma	1.9	1.5	3.4	1.6	2.0	3.6	7.0	1.5	1.5	3.0	1.6	2.2	3.8	6.8	-0.4	+0.2	-0.2	1.2	1.6	2.8	3.6	6.4
D.D	1.4	0.7	2.1	0.9	1.0	1.9	4.1	0.7	0.8	1.5	0.6	0.9	1.5	3.0	-0.6	-0.4	-1.1	0.7	0.8	1.5	1.3	2.8
C.C	0.5	0.8	1.3	0.6	1.0	1.6	2.9	0.8	0.7	1.5	1.0	1.3	2.3	3.8	+0.2	+0.7	+0.9	0.5	0.8	1.3	2.2	3.6
Trading	17.5	15.8	33.3	17.5	17.1	34.6	67.9	18.2	15.5	33.7	17.9	17.5	35.4	69.1	+0.4	+0.8	+1.2	17.1	15.9	33.0	35.2	68.2
Others	4.9	4.9	9.8	5.1	7.5	12.6	22.4	4.8	4.6	9.4	6.4	7.6	14.0	23.4	-0.4	+1.4	+1.0	5.5	5.1	10.6	14.4	25.0
Adjust	-13.8	-12.3	-26.1	-13.9	-14.3	-28.2	-54.3	-14.3	-12.3	-26.6	-15.0	-14.3	-29.3	-55.9	-0.5	-1.1	-1.6	-14.6	-12.3	-26.9	-29.4	-56.3
Total	48.7	47.8	96.5	41.5	68.8	110.3	206.8	49.3	45.2	94.5	44.7	70.3	115.0	209.5	-2.0	+4.7	+2.7	49.8	46.8	96.6	117.9	214.5

(1) Including inter-segment sales/transfers

(2) In the Pharmaceuticals segment, figures are rounded to the nearest 100 million yen.

Accordingly, some discrepancies may occur among totals.

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

FY2020 OP Outlook by Segment (1)(2)

(¥billion)

	FY2019 Actual							FY2020 Outlook as of Nov. 2020							Change			FY2020 Outlook as of May 2020				
	1Q	2Q	1H	3Q	4Q	2H	Total	1Q Actual	2Q Actual	1H Actual	3Q	4Q	2H	Total	1H Actual	2H	Total	1Q	2Q	1H	2H	Total
Chem	0.9	-0.6	0.3	0.5	0.5	1.0	1.3	0.7	-0.8	-0.1	0.7	0.6	1.3	1.2	-0.4	+0.3	-0.1	1.2	0.0	1.2	1.5	2.7
Performance Materials	4.0	4.4	8.4	4.7	3.9	8.6	17.0	5.3	5.4	10.7	4.9	5.0	9.9	20.6	+2.3	+1.3	+3.6	4.2	4.5	8.7	9.4	18.1
Agro	4.5	4.9	9.4	-1.8	11.7	9.9	19.3	4.0	3.8	7.8	-0.7	11.6	10.9	18.7	-1.6	+1.0	-0.6	3.6	3.1	6.7	11.7	18.4
Pharma	0.4	0.1	0.5	0.1	0.3	0.4	0.9	-0.1	0.1	0.0	0.1	0.5	0.6	0.6	-0.5	+0.2	-0.3	-0.1	0.2	0.1	0.3	0.4
D.D	0.2	-0.2	0.0	-0.2	0.0	-0.2	-0.1	-0.2	-0.1	-0.4	-0.4	-0.1	-0.5	-0.9	-0.4	-0.3	-0.7	-0.3	-0.1	-0.3	-0.6	-1.0
C.C	0.2	0.3	0.5	0.2	0.4	0.6	1.1	0.2	0.2	0.4	0.4	0.6	1.0	1.4	-0.1	+0.5	+0.4	0.1	0.3	0.4	1.0	1.4
Trading	0.5	0.5	1.0	0.6	0.5	1.1	2.1	0.7	0.5	1.2	0.5	0.4	0.9	2.1	+0.2	-0.2	0.0	0.5	0.5	1.0	1.0	2.0
Others	0.1	0.0	0.1	0.1	0.5	0.6	0.7	0.0	0.0	0.0	0.1	0.5	0.6	0.6	-0.1	0.0	-0.1	0.0	0.1	0.1	0.6	0.7
Adjustment	-1.1	-0.6	-1.7	-0.8	-0.2	-1.0	-2.7	-0.8	-0.8	-1.6	-1.4	-0.5	-1.9	-3.5	+0.1	-0.9	-0.8	-0.9	-0.8	-1.7	-1.3	-3.0
Total	9.3	8.7	18.0	3.4	17.2	20.6	38.6	9.8	8.2	18.0	4.2	18.1	22.3	40.3	0.0	+1.7	+1.7	8.5	7.6	16.1	23.2	39.3

(1) OP is calculated by new method

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

2. FY2019 restated based on new methods

3. Consolidation items

(such as unrealized gain on inventories)

- (Old method) Included in each segment

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

(2) In the Pharmaceuticals segment, figures are rounded to the nearest 100 million yen.

Accordingly, some discrepancies may occur among totals.

FY2020 Sales Outlook of Future Growth Engines

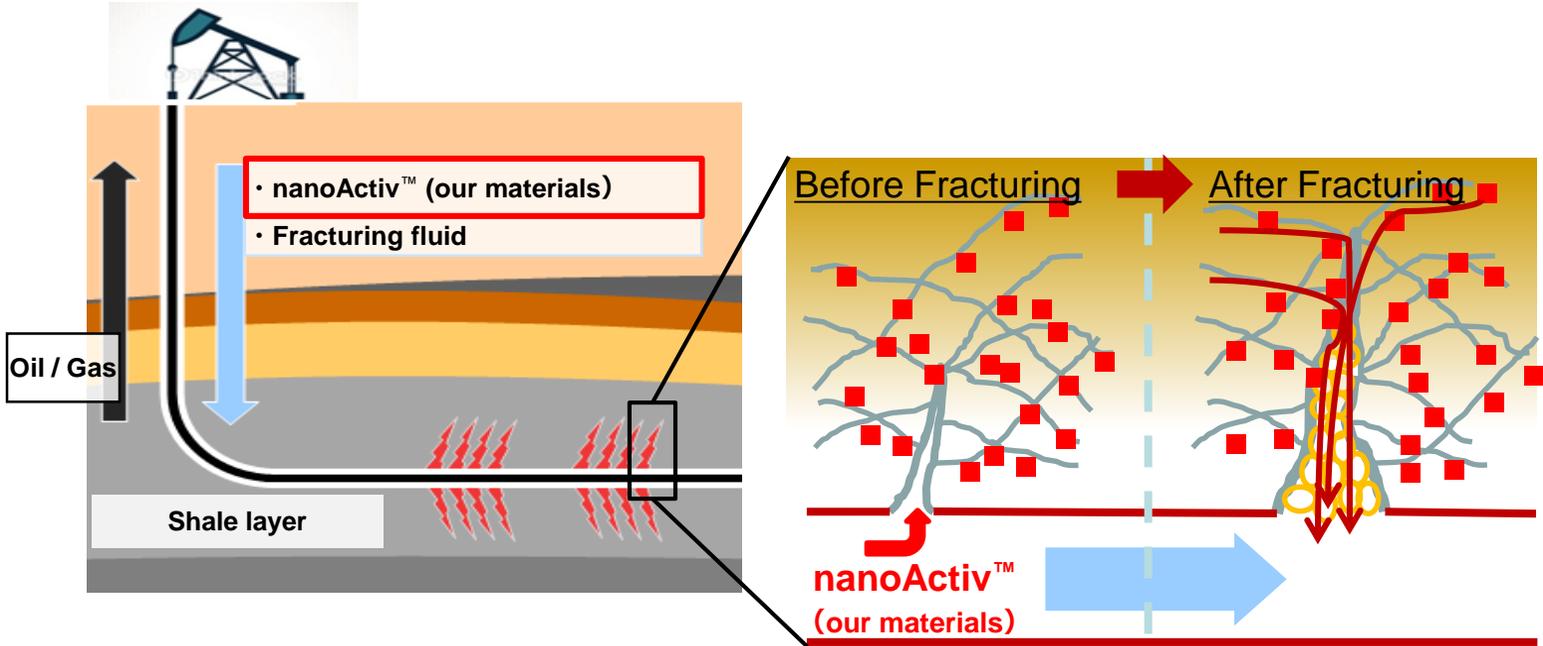
(Announced in May 2020)

(1) Including R&D costs deduction due to the sample shipments

FY2020 Sales Outlook Level (1)	Below ¥0.3 billion	¥0.3 to ¥0.6 billion	Above ¥0.6 billion	Total	
Chem	<p>New TEPIC (Liquid type) (Fine Chemicals)</p> <p>Venus® Oilclean (Fine Chemicals)</p>			¥0.0 billion	
Performance Materials	<p>Flexible hard coating materials (Display)</p> <p>Hole injection layer materials (Display)</p> <p>Alignment materials for LC retarder (Display)</p> <p>3D packaging process materials (Semis)</p> <p>Organosol (Insulation CTE) (Inorganic)</p> <p>New high refractive materials (IM layer film) (Inorganic)</p>	<p>Light control film materials (Display)</p> <p>Repellant bank layer materials (Display)</p> <p>Alignment materials for TV (Display)</p> <p>Monomersol (3D-printing) (Inorganic)</p>	<p>CMOS image sensor materials (Semis)</p> <p>Oilfield materials (Inorganic)</p>	<p>EUV under layer (Semis)</p>	¥3.1 billion
Agro	<p>NEXTER (Licensed-in)</p> <p>CLARE (In-house)</p> <p>ALEILE (In-house)</p>	<p>TRANSFORM™/ EXCEED™/ VIRESKO™ (Licensed-in)</p>	<p>ROUNDUP AL II / III (In-house)</p> <p>GRACIA (In-house)</p> <p>QUINTEC (Acquisition)</p>	¥9.1 billion	
Pharma, Others	<p>New GE API product (Custom Chemicals)</p> <p>Cell culture medium</p>	<p>New GE API product (Custom Chemicals)</p>	<p>Eldecalcitol (Custom Chemicals)</p>	¥1.2 billion	

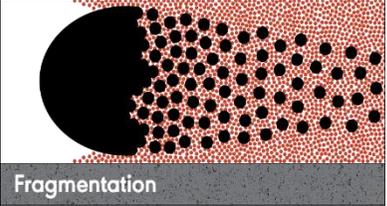
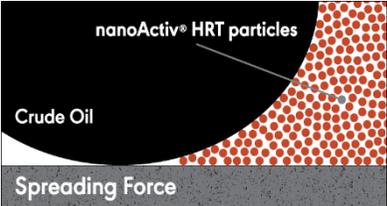
Total ¥13.4 billion

Oilfield Materials



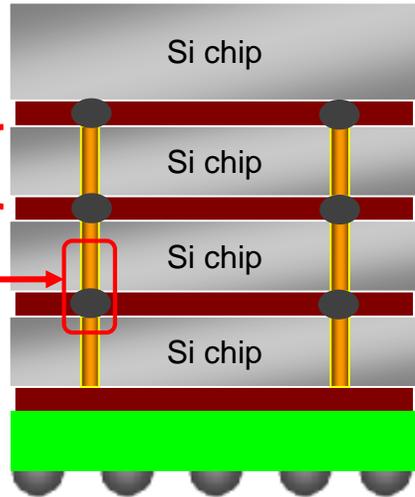
Brownian Motion/Diffusion
⇒ Spreading Force

Wasan & Nikolov, *Nature*, Vol. 423, 2003.



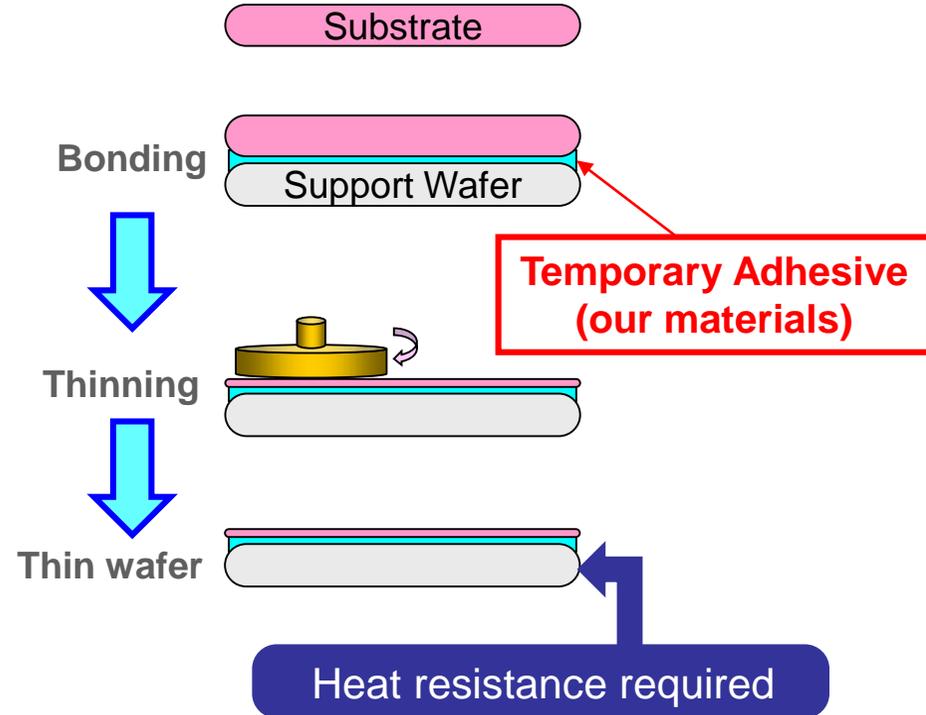
3D Packaging Process Materials

TSV (Through silicon via) technology



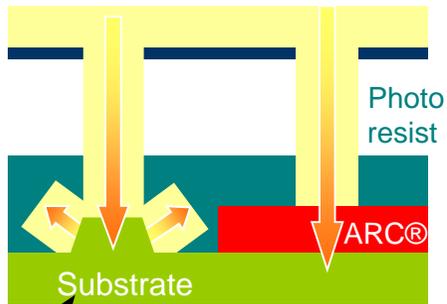
- Need for thinner substrate
- High temperature process required for TSV

Using Temporary Adhesive system



EUV Under Layer

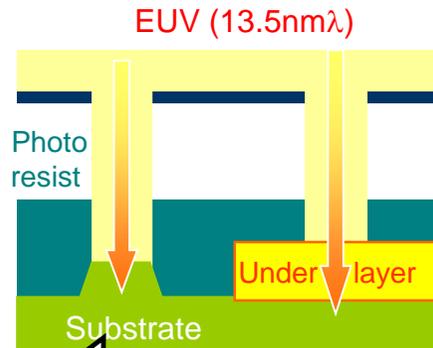
~ ArF lithography



Reflection

ARC® eliminates reflection effectively from substrate

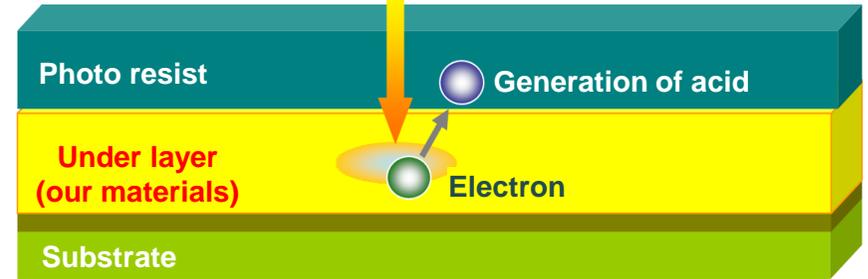
EUV lithography



Pass through

Reflection control is NOT necessary due to no reflection from substrate

EUV



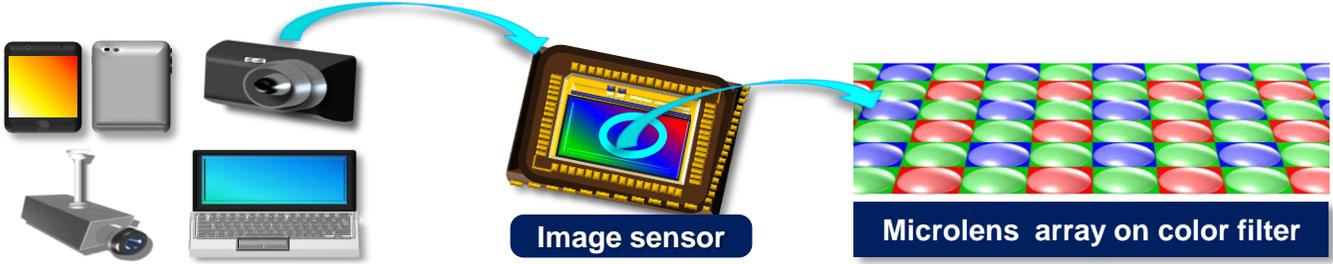
Without under layer

With under layer

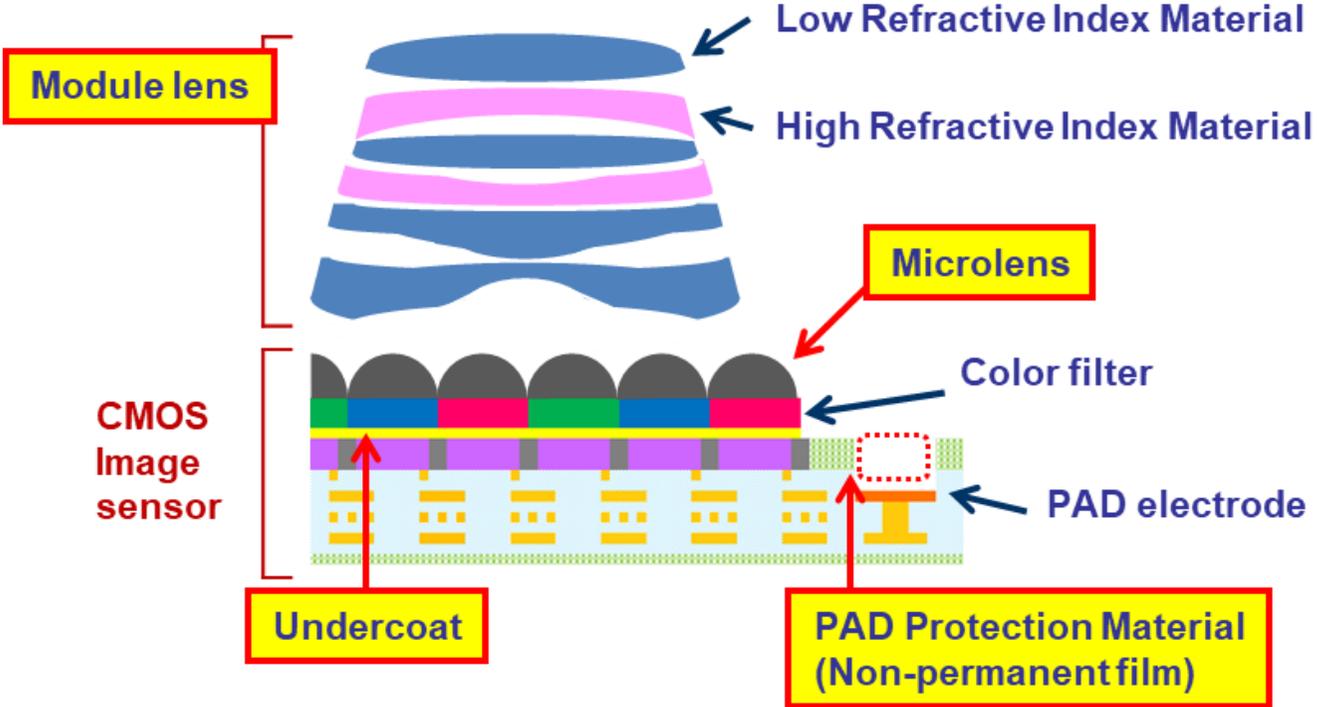


Under layer (our materials)

CMOS Image Sensor Materials

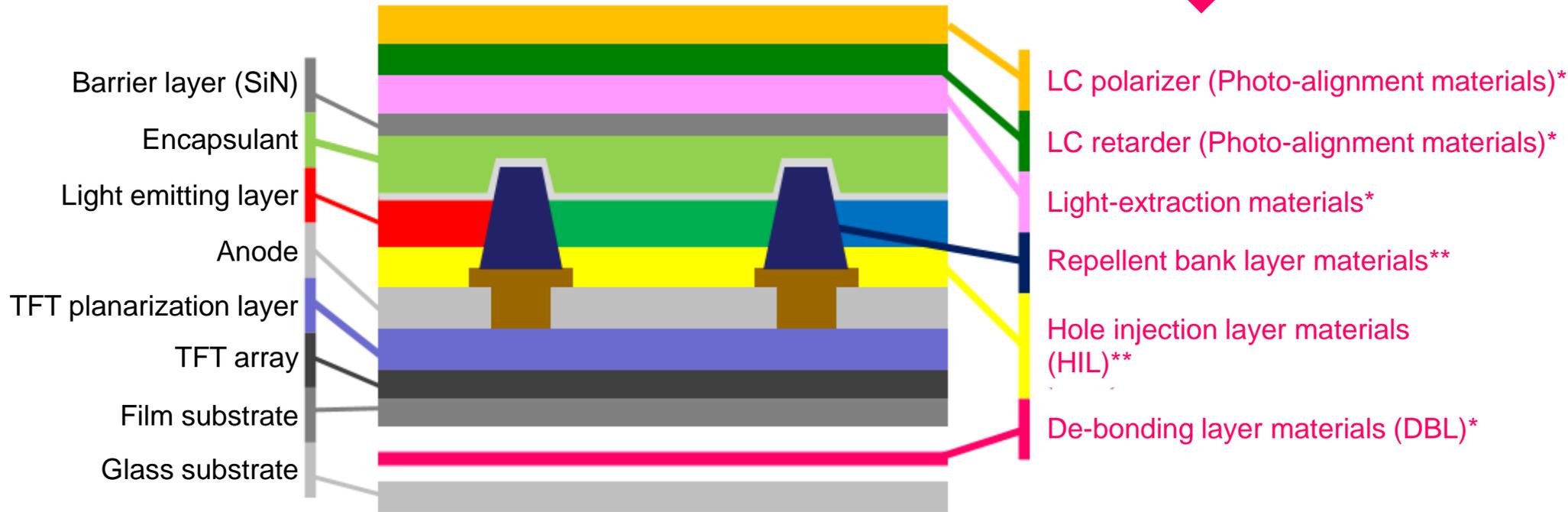


Our Materials



OLED-related Materials

Our Materials



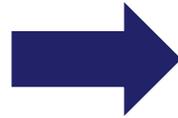
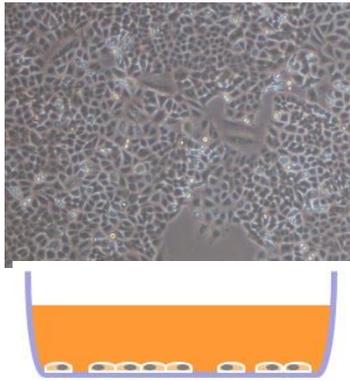
OLED type:

* Vapor deposition and Printing

** Printing

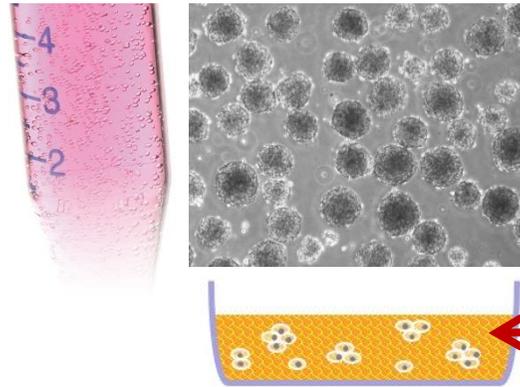
Cell Culture Medium

**Conventional
2D method**



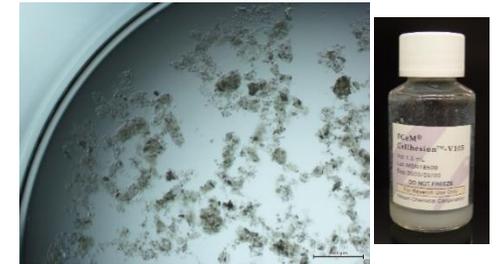
**New 3D method
FCeM[®]**

for cultivating large amounts of cells



Cellhesion[®]

for MSC Suspension Culture



Our Materials

- Our material is used for cultivating large amounts of iPS/ES cells, Mesenchymal stem cell (MSC) and so on.
- Cells are dispersed uniformly and floated by the used of our products.

FCeM[®] Preparation Kit



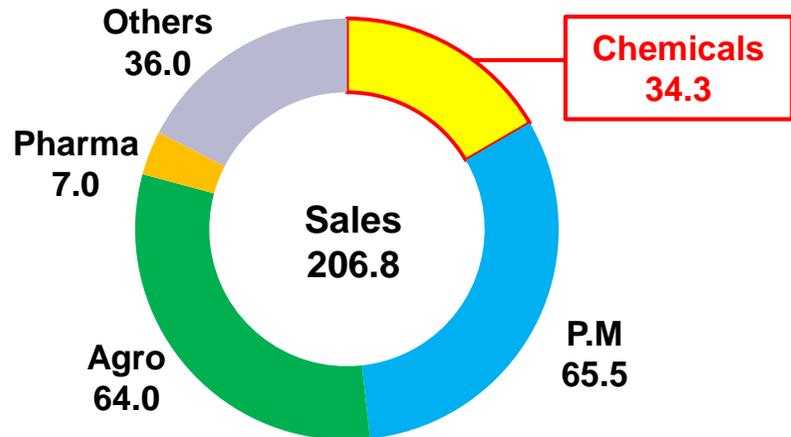
FCeM[®] 3D Culture Kit



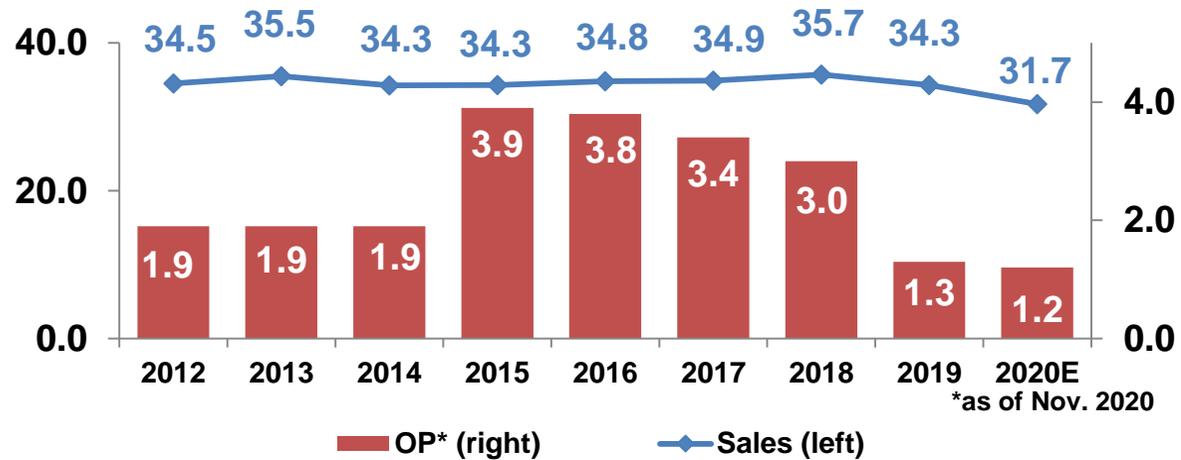
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Chemicals – (A) Recent Financial Performance

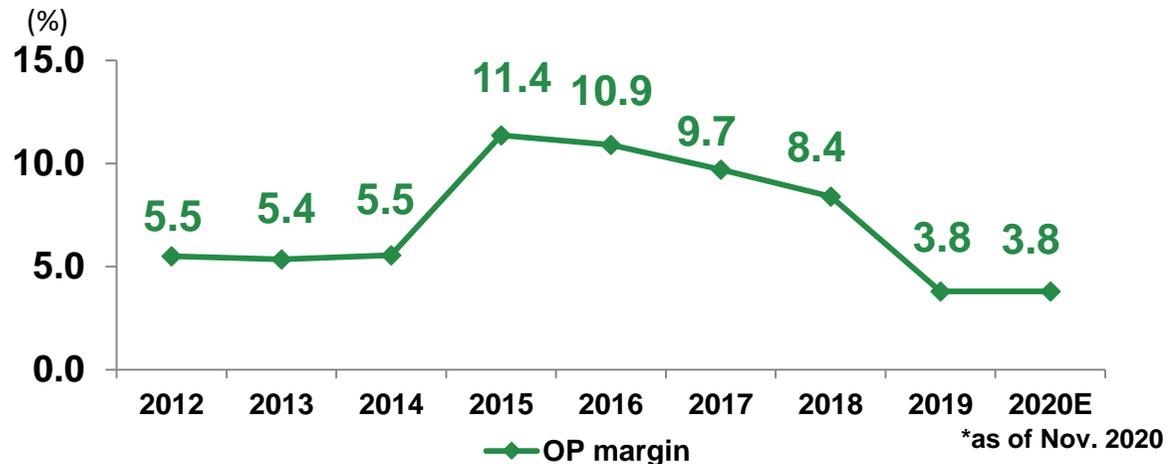
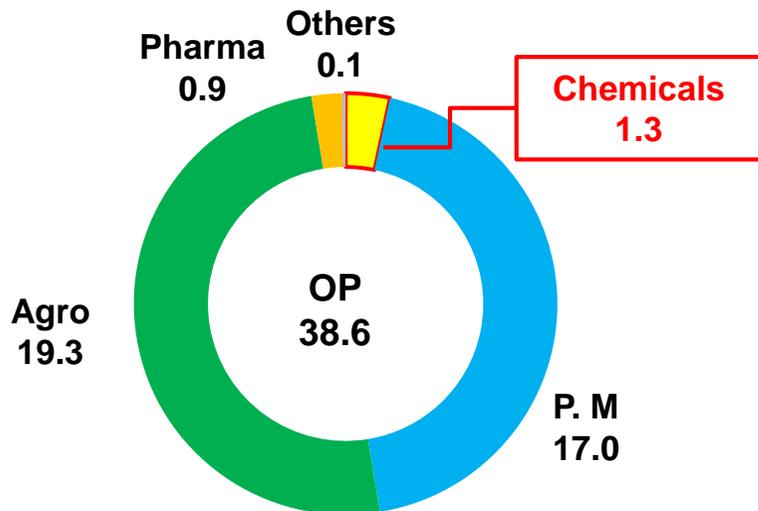
1. FY2019 Sales Distribution (¥billion)



3. Recent Financial Performance (¥billion)



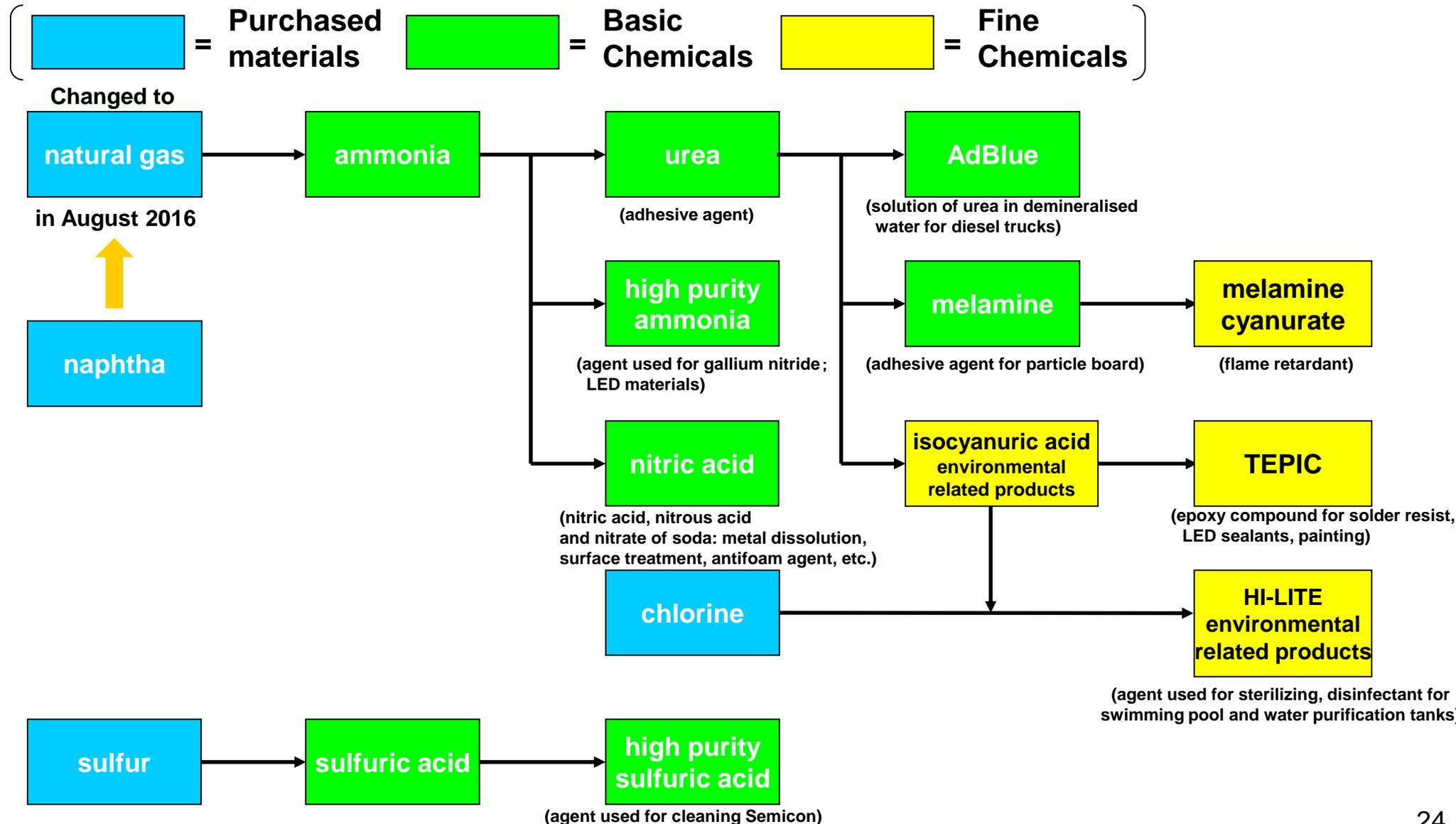
2. FY2019 OP Distribution (New method*) (¥billion)



*OP is calculated by new method (see p14)

Chemicals – (B) Flow Chart of Selected Basic and Fine Chemicals Products

- ◆ Core products of Basic Chemicals : Ammonia related products and sulfuric acid related products
- ◆ FY2019 ammonia domestic production capacity share 11%, high percentage of self-consumption of ammonia



Chemicals – (C) Sales YOY Change

Main Products		Sales YOY Change(1)								
		FY2019 Actual			FY2020 Outlook as of May 2020			FY2020 Outlook as of Nov. 2020		
		1H	2H	Total	1H	2H	Total	1H Actual	2H	Total
TEPIC	<ul style="list-style-type: none"> ◆ Epoxy compound for : (A) electronic materials (solder resist, LED materials), (B) general applications such as powder coating agent for paint ◆ World largest producer 	+5%	+3%	+4%	+5%	+7%	+6%	-10%	+1%	-4%
Environmental related products	<ul style="list-style-type: none"> ◆ HI-LITE : made from chlorinated isocyanuric acid, used for sterilizing, disinfectant for swimming pool as well as water purification tank 	+2%	-6%	-2%	+1%	+20%	+9%	-9%	+22%	+4%
Total Fine Chemicals		+3%	-1%	+1%	+20%	+28%	+24%	+3%	+21%	+12%
Two products account for 83% of total consolidated subsegment sales (FY2019)										
Melamine	<ul style="list-style-type: none"> ◆ Mainly used as adhesive agent for particle board, medium density fiberboard, plywood 	0%	-22%	-12%	-34%	-26%	-30%	-55%	-49%	-52%
Urea including AdBlue	<ul style="list-style-type: none"> ◆ Urea: mainly used for urea formaldehyde resin, adhesive agent ◆ AdBlue: solution of urea in demineralised water for diesel trucks to reduce Nox 	+7%	+5%	+6%	+7%	+6%	+6%	-5%	-1%	-3%
High purity sulfuric acid	<ul style="list-style-type: none"> ◆ Used to clean semiconductors ◆ Largest in domestic market 	-2%	+12%	+5%	+19%	+15%	+17%	+14%	+19%	+17%
Nitric acid products	<ul style="list-style-type: none"> ◆ Nitric acid, nitrous acid and nitrate of soda: Metal dissolution, surface treatment, antifoam agent 	-4%	-10%	-7%	+14%	+19%	+17%	-2%	+7%	+3%
Total Basic Chemicals		-2%	-8%	-6%	-8%	-4%	-6%	-20%	-13%	-16%
Four products account for 53% of total consolidated subsegment sales (FY2019)										

(1) In FY2020, FINEOXOCOL (cosmetic raw materials, FY2019 sales about ¥1.5 billion) was transferred from Basic Chemicals to Fine Chemicals

(Blank)

Chemicals – (D-1) Profit Overview

(¥billion)

	FY2019 Actual (A)							FY2020 Outlook as of May 2020					FY2020 Outlook (B) as of Nov. 2020							Change (B)-(A)		
	1Q	2Q	1H	3Q	4Q	2H	Total	1Q	2Q	1H	2H	Total	1Q Actual	2Q Actual	1H Actual	3Q	4Q	2H	Total	1H Actual	2H	Total
Sales	8.4	8.4	16.8	8.7	8.8	17.5	34.3	8.5	8.5	17.0	18.6	35.6	7.4	7.3	14.7	8.1	8.9	17.0	31.7	-2.1	-0.5	-2.6
Fine	2.6	2.6	5.2	2.6	2.7	5.3	10.5	3.2	3.2	6.4	6.7	13.1	2.7	2.7	5.4	2.9	3.5	6.4	11.8	+0.2	+1.1	+1.3
Basic	5.8	5.8	11.6	6.1	6.1	12.2	23.8	5.3	5.3	10.6	11.9	22.5	4.7	4.6	9.3	5.2	5.4	10.6	19.9	-2.3	-1.6	-3.9
OP	0.9	-0.6	0.3	0.5	0.5	1.0	1.3	1.2	0.0	1.2	1.5	2.7	0.7	-0.8	-0.1	0.7	0.6	1.3	1.2	-0.4	+0.3	-0.1

*In FY2020, FINEOXOCOL (FO, cosmetic raw materials) was transferred from Basic Chemicals to Fine Chemicals

1Q FY2020 Review

<vs. 1Q FY2019>

- (Fine)
- ◆ Sales down: TEPIC for general applications (export), TEPIC for electronic materials (sluggish demand for cars), environmental related products (sluggish demand for pools)
 - ◆ Inventory adjustment cost down
 - ◆ Sales up (including ¥0.3 billion FO* transferred from BC), OP up
- (Basic)
- ◆ Sales up: high purity sulfuric acid (for semis)
 - ◆ Sales down: domestic melamine (sluggish demand for housing), export melamine (due to reduction of low margin deals), urea including AdBlue, nitric acid products
 - ◆ Sales down (including ¥0.3 billion FO* transferred to FC), OP down
- (Total)
- ◆ Sales down ¥1.0 billion, OP down ¥0.2 billion

<vs. 1Q FY2020 Outlook as of May 2020>

- (Fine)
- ◆ Sales below target: TEPIC for general applications, TEPIC for electronic materials, environmental related products
 - ◆ Sales below target, OP below target
- (Basic)
- ◆ Sales below target: melamine (both domestic and export), urea including AdBlue, high purity sulfuric acid, nitric acid products
 - ◆ Sales below target, OP below target
- (Total)
- ◆ Sales down ¥1.1 billion, OP down ¥0.5 billion

2Q FY2020 Review

<vs. 2Q FY2019>

- (Fine)
- ◆ Sales down: TEPIC for general applications (export), TEPIC for electronic materials (sluggish demand for cars), environmental related products (export up, sluggish demand for domestic pools)
 - ◆ Inventory adjustment cost up
 - ◆ Sales up (including ¥0.3 billion FO* transferred from BC), OP down
- (Basic)
- ◆ Sales up: high purity sulfuric acid (for semis)
 - ◆ Sales down: domestic melamine (sluggish demand for housing), export melamine (due to reduction of low margin deals, sluggish demand), nitric acid products (for capacitors), urea including AdBlue (sluggish demand for trucks)
 - ◆ Inventory adjustment cost up
 - ◆ Sales down (including ¥0.3 billion FO* transferred to FC), OP down
- (Total)
- ◆ Sales down ¥1.1 billion, OP down ¥0.2 billion

<vs. 2Q FY2020 Outlook as of May 2020>

- (Fine)
- ◆ Sales above target: TEPIC for general applications (export)
 - ◆ Sales below target: TEPIC for electronic materials (sluggish demand for cars), environmental related products (export up, sluggish demand for domestic pools)
 - ◆ Inventory adjustment cost above expectations
 - ◆ Sales below target, OP below target
- (Basic)
- ◆ Sales below target: urea including AdBlue (sluggish demand for trucks), melamine (sluggish demand for domestic, export in line with target), high purity sulfuric acid, nitric acid products (decline in demand)
 - ◆ Inventory adjustment cost above expectations
 - ◆ Sales below target, OP below target
- (Total)
- ◆ Sales down ¥1.2 billion, OP down ¥0.8 billion

Chemicals – (D-2) Profit Overview

1H FY2020 Review

<vs. 1H FY2019>

(Fine)

- ◆ Sales down: TEPIC for general applications (export), TEPIC for electronic materials (sluggish demand for cars), environmental related products (export up, sluggish demand for domestic pools)
- ◆ Sales up (including ¥0.6 billion FO* transferred from BC), OP down

(Basic)

- ◆ Sales up: high purity sulfuric acid (for semis)
- ◆ Sales down: domestic melamine (sluggish demand for housing), export melamine (due to reduction of low margin deals, sluggish demand)
nitric acid products (for capacitors), urea including AdBlue (sluggish demand for trucks)
- ◆ Sales down (including ¥0.6 billion FO* transferred to FC), OP down

(Total)

- ◆ Sales down ¥2.1 billion, OP down ¥0.4 billion

<vs. 1H FY2020 Outlook as of May 2020>

(Fine)

- ◆ Sales below target: TEPIC for general applications (export), TEPIC for electronic materials (sluggish demand for cars), environmental related products (export up, sluggish demand for domestic pools)
- ◆ Sales below target, OP below target

(Basic)

- ◆ Sales below target: urea including AdBlue, melamine (sluggish demand for domestic and export), high purity sulfuric acid, nitric acid products (decline in demand, failure to increase prices)
- ◆ Inventory adjustment cost above expectations
- ◆ Sales below target, OP below target

(Total)

- ◆ Sales down ¥2.3 billion, OP down ¥1.3 billion

2H FY2020 Outlook

<vs. 2H FY2019>

(Fine)

- ◆ Sales up: TEPIC for general applications (export), environmental related products (export up, isocyanuric acid capacity expansion completed)
- ◆ Sales flat: TEPIC for electronic materials (decline for automotive applications, increase for others),
- ◆ Fixed cost up, feedstock and raw materials cost down
- ◆ Sales up (including ¥0.8 billion FO* transferred from BC), OP up

(Basic)

- ◆ Sales up: high purity sulfuric acid (for semis), nitric acid products (a competitor's withdrawal from the market)
- ◆ Sales down: domestic melamine (sluggish demand for housing), export melamine (due to reduction of low margin deals, sluggish demand)
urea including AdBlue (urea sales weak despite AdBlue recovery)
- ◆ Inventory adjustment cost down, feedstock and raw materials cost down
- ◆ Sales down (including ¥0.8 billion FO* transferred to FC), OP up

(Total)

- ◆ Sales down ¥0.5 billion, OP up ¥0.3 billion

<vs. 2H FY2020 Outlook as of May 2020>

(Fine)

- ◆ Sales above target: TEPIC for general applications (export), environmental related products (export up, sluggish demand for domestic pools)
- ◆ Sales below target: TEPIC for electronic materials (sluggish demand for cars),
- ◆ Inventory adjustment cost above expectations, feedstock and raw materials cost below expectations
- ◆ Sales below target, OP below target

(Basic)

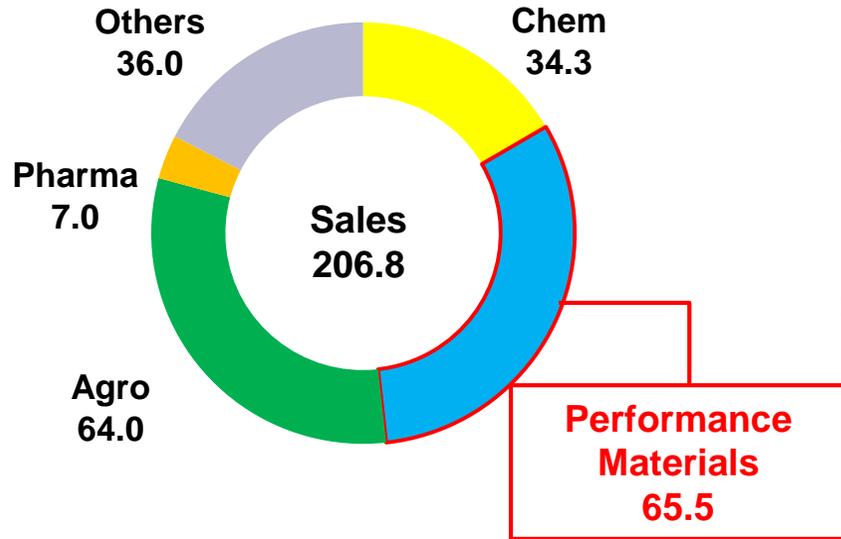
- ◆ Sales above target: high purity sulfuric acid (for semis)
- ◆ Sales below target: melamine (sluggish demand for domestic and export), urea including AdBlue (sluggish recovery), nitric acid products (decline in demand, failure to increase prices)
- ◆ Inventory adjustment cost below expectations, feedstock and raw materials cost below expectations
- ◆ Sales below target, OP above target

(Total)

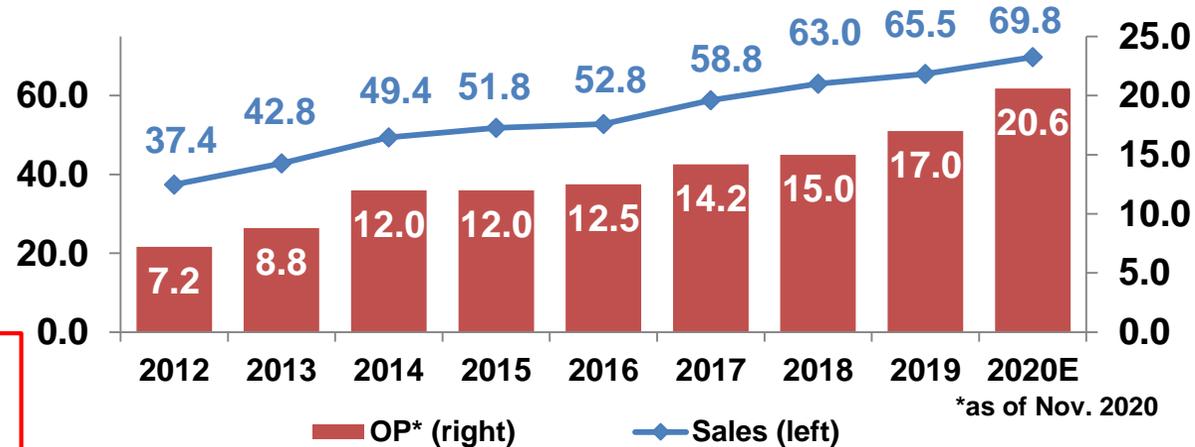
- ◆ Sales down ¥1.6 billion, OP down ¥0.2 billion

Performance Materials – (A) Recent Financial Performance

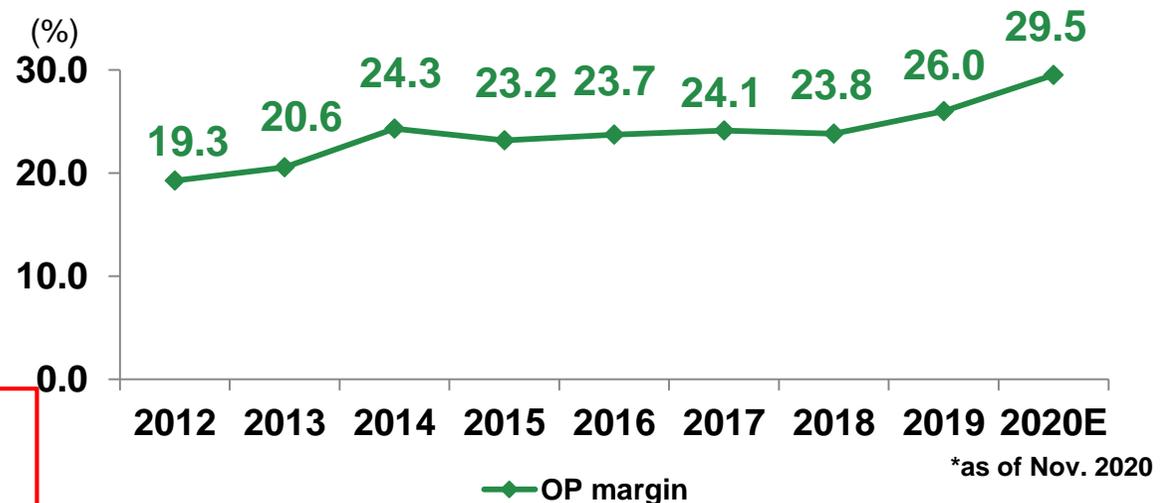
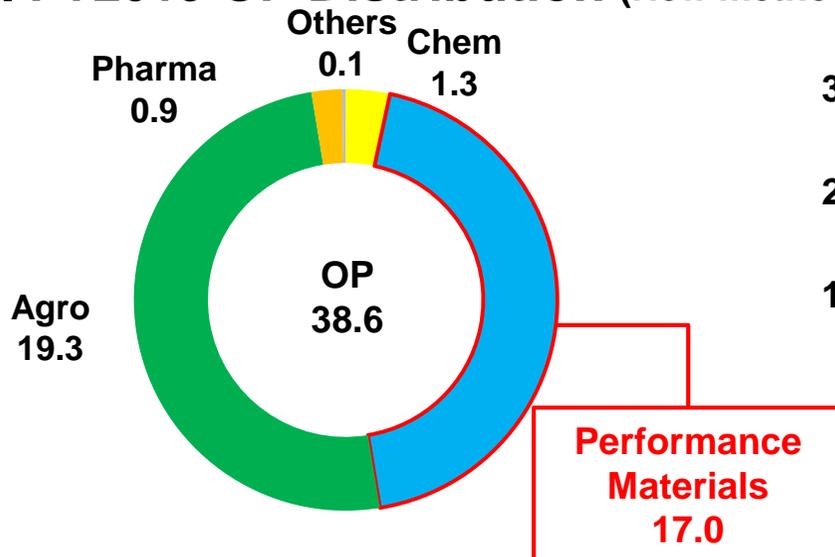
1. FY2019 Sales Distribution (¥billion)



3. Recent Financial Performance (¥billion)

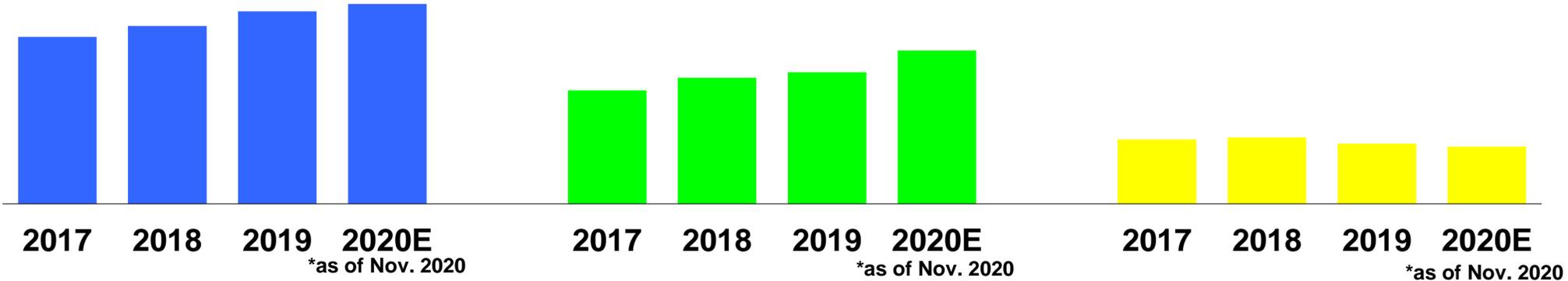


2. FY2019 OP Distribution (New method*) (¥billion)



*OP is calculated by new method (see p14)

Performance Materials – (B) FY2017-2020E Sales Distribution



< Display Materials >

SUNEVER : LCD alignment coating

< Semis Materials >

ARC® :Bottom anti-reflective coating for semis

Multi layer process materials (OptiStack®)

Other new materials:

EUV materials,
CMOS image sensor materials,
3D packaging process materials

< Inorganic >

SNOWTEX : Silica sol for:
polishing materials
(silicon wafer,
compound semiconductors,
semiconductors CMP and etc.)
and non-polishing materials
(special steel sheet and etc.)

Organo/Monomer Sol : Hard coating materials,
electronic information
materials, resin additive

Oilfield materials : For enhancing oil recovery

Performance Materials – (C) Sales YOY Change

Main Products		Sales YOY Change								
		FY2019 Actual			FY2020 Outlook as of May 2020			FY2020 Outlook as of Nov. 2020		
		1H	2H	Total	1H	2H	Total	1H Actual	2H	Total
SUNEVER		+3%	+14%	+9%	+7%	+1%	+4%	+7%	0%	+3%
Total Display Materials		+3%	+14%	+8%	+7%	+3%	+5%	+7%	+1%	+4%
KrF (ARC®)		-5%	+12%	+3%	+1%	-4%	-2%	+14%	-3%	+5%
ArF (ARC®)		-3%	+5%	+1%	+6%	+5%	+6%	+16%	+10%	+13%
Total ARC®		-3%	+9%	+3%	+5%	+2%	+3%	+16%	+6%	+11%
Other Semis Materials (1)		-8%	+25%	+8%	+45%	+28%	+35%	+51%	+17%	+31%
Total Semis Materials		-4%	+13%	+4%	+15%	+9%	+12%	+25%	+9%	+16%
SNOWTEX		-2%	-2%	-2%	+6%	+7%	+7%	+2%	0%	+1%
Organo/Monomer Sol		-11%	-14%	-13%	-5%	+2%	-1%	-15%	-3%	-9%
Oilfield Materials		-64%	-29%	-52%	+29%	+70%	+50%	-91%	-15%	-52%
Total Inorganic Materials Three products account for 82% of total consolidated subsegment sales (FY2019)		-11%	-8%	-9%	+1%	+7%	+4%	-8%	-2%	-5%

(1) Multi layer process materials (OptiStack®), EUV materials, CMOS image sensor materials, 3D packaging process materials etc.

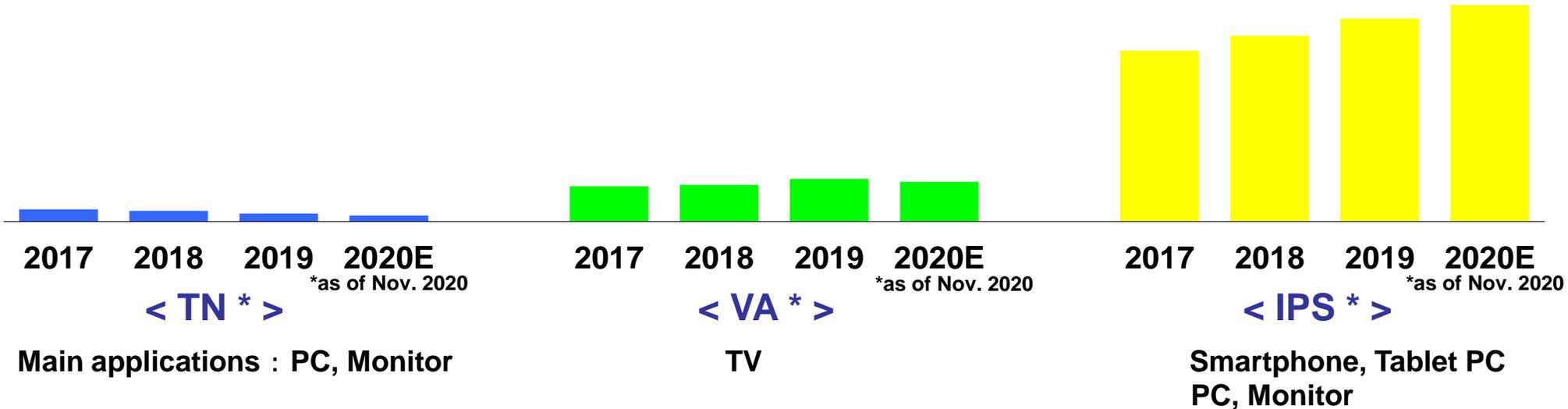
◆ Semiconductor capex plan to capture long-term future business:

Main capex :	FY2014	Analyzing and evaluation R&D equipment (¥1.1 billion)
(approval basis)	FY2015	Product development facilities(¥2.8 billion), Analyzing and evaluation R&D equipment (¥0.8 billion), Production capacity expansion (¥0.8 billion), NCK* (¥0.7 billion), Material Research Lab. (¥0.5 billion)
	FY2016	NCK* production capacity expansion (¥2.6 billion), Analyzing and evaluation R&D equipment (¥1.0 billion), Material Research Lab. (¥0.4 billion)
	FY2017	Material Research Lab. (¥0.4 billion)
	FY2018	Production capacity expansion (¥0.2 billion), Production test facilities (¥0.2 billion)
	FY2019	Production test facilities (¥0.1 billion)
	FY2020	Material Research Lab. new annex (¥2.0 billion), Analyzing and evaluation R&D equipment (¥0.4 billion), Production test facilities (¥0.2 billion)

*NCK: Consolidated subsidiary in South Korea. R&D, production and sales of display and semis materials.

Performance Materials – (D) SUNEVER

<SUNEVER Sales Distribution by Mode>



<SUNEVER Sales YOY Change by Mode>

	FY2019 Actual			FY2020 Outlook as of May 2020			FY2020 Outlook as of Nov. 2020			YOY Change
	1H	2H	Total	1H	2H	Total	1H Actual	2H	Total	
TN	↘↘↘↘	↘↘	↘↘↘	↘↘	↘↘	↘↘	↘↘↘	↘↘↘	↘↘↘	+20~+29% ↗↗↗
VA	↗↗↗	↗↗	↗↗	↗	↗	↗	↘	↘↘	↘	+10~+19% ↗↗
IPS	↗	↗↗	↗	↗	↗	↗	↗↗	↗	↗	+0~+9% ↗
Total	+3%	+14%	+9%	+7%	+1%	+4%	+7%	0%	+3%	-0~-9% ↘
										-10~-19% ↘↘
										-20~-29% ↘↘↘
										-30~-39% ↘↘↘↘

*TN : Twisted Nematic, VA : Vertical Alignment, IPS : In-Plane Switching

Performance Materials – (E-1) Profit Overview

(¥billion)

	FY2019 Actual (A)							FY2020 Outlook as of May 2020					FY2020 Outlook (B) as of Nov. 2020							Change (B)-(A)		
	1Q	2Q	1H	3Q	4Q	2H	Total	1Q	2Q	1H	2H	Total	1Q Actual	2Q Actual	1H Actual	3Q	4Q	2H	Total	1H Actual	2H	Total
Sales	15.1	16.3	31.4	17.0	17.1	34.1	65.5	16.9	17.2	34.1	36.0	70.1	17.1	17.5	34.6	17.5	17.7	35.2	69.8	+3.2	+1.1	+4.3
OP	4.0	4.4	8.4	4.7	3.9	8.6	17.0	4.2	4.5	8.7	9.4	18.1	5.3	5.4	10.7	4.9	5.0	9.9	20.6	+2.3	+1.3	+3.6

other new materials: EUV materials, CMOS image sensor materials, 3D packaging process materials total

1Q FY2020 Review

2Q FY2020 Review

<vs. 1Q FY2019>

<vs. 2Q FY2019>

- ◆ DP sales up, OP up
- Photo IPS up (smartphone and non-smartphone up), rubbing IPS up (non-smartphone up), VA up, TN down
- ◆ Semis Materials sales up, OP up
- ARC® up, other semis materials up (multi layer materials up, other new materials up)
- Steadily growing logic market, recovery of memory market
- Fixed cost down ¥0.4 billion
- ◆ Inorganic Materials sales down, OP down
- SNOWTEX up (non-polishing flat, polishing up), Organo/Monomer Sol down, Oilfield materials down (sluggish shale oil market)
- ◆ Fixed cost down ¥0.4 billion in total
- ◆ Sales up ¥2.0 billion, OP up ¥1.3 billion

- ◆ DP sales up, OP up
- Photo IPS up (non-smartphone up), rubbing IPS down (shifted to photo IPS), VA down, TN down, Fixed cost up ¥0.1 billion
- ◆ Semis Materials sales up, OP up
- ARC® up, other semis materials up (multi layer materials and other new materials up)
- Steadily growing semis market overall
- Fixed cost down ¥0.2 billion
- ◆ Inorganic Materials sales down, OP up
- SNOWTEX down (non-polishing down, polishing up), Organo/Monomer Sol down, Oilfield materials down (sluggish shale oil market)
- Fixed cost down ¥0.2 billion
- ◆ Fixed cost down ¥0.3 billion in total
- ◆ Sales up ¥1.2 billion, OP up ¥1.0 billion

<vs. 1Q FY2020 Outlook as of May 2020>

<vs. 2Q FY2020 Outlook as of May 2020>

- ◆ DP sales above target, OP above target
- Photo IPS below target (smartphone below target), rubbing IPS above target (non-smartphone above target), VA below target, TN below target,
- Fixed cost below expectations (¥0.3 billion)
- ◆ Semis Materials sales above target, OP above target
- ARC® above target, other semis materials below target (multi layer materials and other new materials below target)
- Steadily growing logic semis market overall
- Fixed cost below expectations (¥0.5 billion)
- ◆ Inorganic Materials sales below target, OP above target
- SNOWTEX above target (non-polishing for cars below target, polishing above target), Organo/Monomer Sol below target,
- Oilfield materials below target (sluggish shale oil market)
- Fixed cost below expectations (¥0.2 billion)
- ◆ Fixed cost below expectations (¥1.0 billion) in total
- ◆ Sales up ¥0.2 billion, OP up ¥1.1 billion

- ◆ DP sales below target, OP above target
- Photo IPS above target (non-smartphone above target), rubbing IPS above target (smartphone above target), VA below target, TN below target, Fixed cost below expectations (¥0.2 billion)
- ◆ Semis Materials sales above target, OP above target
- ARC® above target, other semis materials above target (multi layer materials and other new materials above target)
- Steadily growing semis market overall, Fixed cost below expectations (¥0.2 billion)
- ◆ Inorganic Materials sales below target, OP below target
- SNOWTEX below target (non-polishing for cars below target, polishing in line with target), Organo/Monomer Sol below target, Oilfield materials below target (sluggish shale oil market)
- Fixed cost below expectations (¥0.2 billion)
- ◆ Fixed cost below expectations (¥0.6 billion) in total
- ◆ Sales up ¥0.3 billion, OP up ¥0.9 billion

Performance Materials – (E-2) Profit Overview

other new materials: EUV materials, CMOS image sensor materials, 3D packaging process materials total

1H FY2020 Review

<vs. 1H FY2019>

- ◆ DP sales up, OP up
Photo IPS up (non-smartphone up),
rubbing IPS down (shifted to photo IPS, non-smartphone up),
VA down (customer production decrease), TN down, Fixed cost up ¥0.2 billion
- ◆ Semis Materials sales up, OP up
ARC® up, other semis materials up (multi layer materials and other new materials up)
Steadily growing semis market overall
Fixed cost down ¥0.6 billion
- ◆ Inorganic Materials sales down, OP up
SNOWTEX up (non-polishing down, polishing up),
Organo/Monomer Sol down, Oilfield materials down (sluggish shale oil market)
Fixed cost down ¥0.3 billion
- ◆ Fixed cost down ¥0.7 billion in total
- ◆ Sales up ¥3.2 billion, OP up ¥2.3 billion

<vs. 1H FY2020 Outlook as of May 2020>

- ◆ DP sales in line with target, OP above target
Photo IPS below target (smartphone below target, non-smartphone above target),
rubbing IPS above target (smartphone and non-smartphone above target),
VA below target, TN below target,
Fixed cost below expectations (¥0.5 billion)
- ◆ Semis Materials sales above target, OP above target
ARC® above target, other semis materials above target
(multi layer materials above target, other new materials below target)
Steadily growing semis market overall
Fixed cost below expectations (¥0.7 billion)
- ◆ Inorganic Materials sales below target, OP above target
SNOWTEX below target (non-polishing for cars below target, polishing above target),
Organo/Monomer Sol below target,
Oilfield materials below target (sluggish shale oil market)
Fixed cost below expectations (¥0.3 billion)
- ◆ Fixed cost below expectations (¥1.6 billion) in total
- ◆ Sales up ¥0.5 billion, OP up ¥2.0 billion

2H FY2020 Outlook

<vs. 2H FY2019>

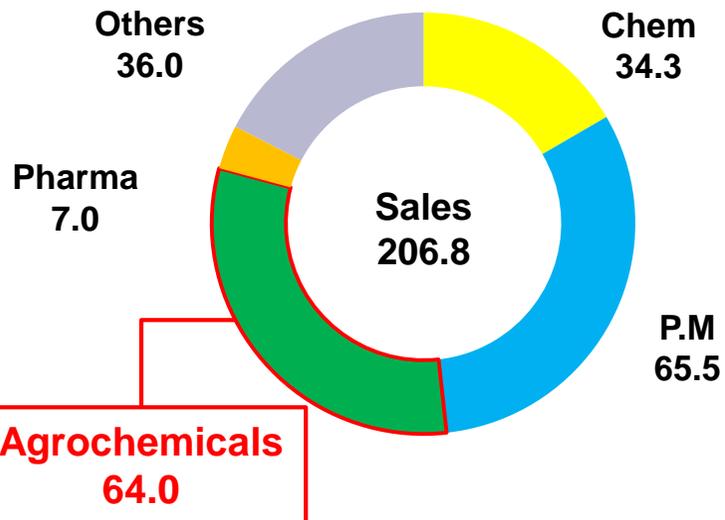
- ◆ DP sales up, OP down
Photo IPS up (non-smartphone up),
rubbing IPS down (shift to photo IPS), VA down (customer production decrease),
TN down, Fixed cost up ¥0.1 billion
- ◆ Semis Materials sales up, OP up
ARC® up, other semis materials up (multi layer materials up,
other new materials down)
Steadily growing semis market overall
Fixed cost down ¥0.3 billion
- ◆ Inorganic Materials sales down, OP up
SNOWTEX flat (non-polishing down, polishing up),
Organo/Monomer Sol down, Oilfield materials down (sluggish shale oil market)
- ◆ Fixed cost down ¥0.2 billion in total
- ◆ Sales up ¥1.1 billion, OP up ¥1.3 billion

<vs. 2H FY2020 Outlook as of May 2020>

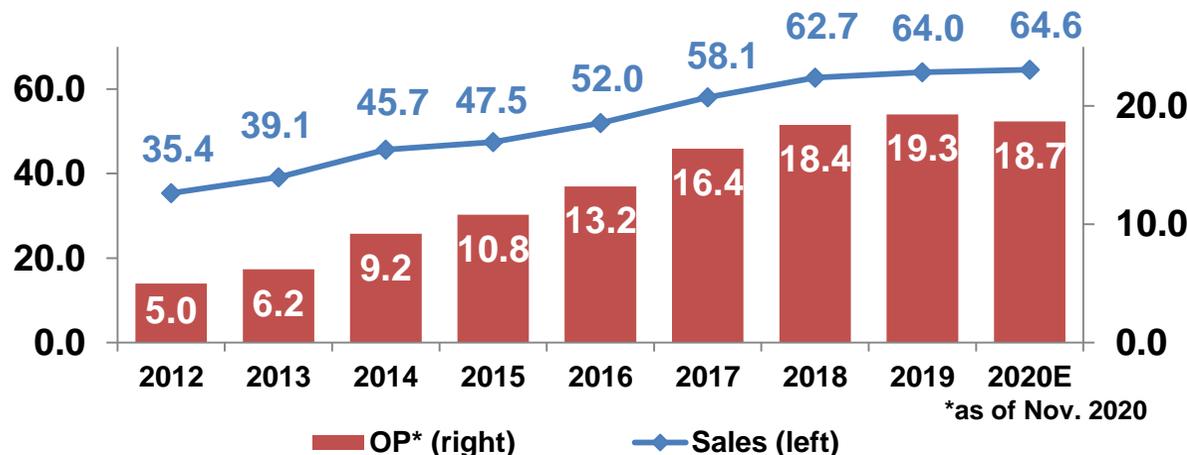
- ◆ DP sales below target, OP above target
Photo IPS above target (non-smartphone above target),
rubbing IPS below target (customer production decrease),
VA below target (customer production decrease), TN below target,
Fixed cost below expectations (¥0.2 billion)
- ◆ Semis Materials sales in line with target, OP above target
ARC® above target, other semis materials below target
(multi layer materials and other new materials below target)
Inventory adjustment cost below expectations (¥0.2 billion)
- ◆ Inorganic Materials sales below target, OP below target
SNOWTEX below target (non-polishing for cars below target,
polishing below target),
Organo/Monomer Sol below target,
Oilfield materials below target (sluggish shale oil market)
- ◆ Fixed cost below expectations (¥0.2 billion) in total
- ◆ Sales down ¥0.8 billion, OP up ¥0.5 billion

Agrochemicals – (A) Recent Financial Performance

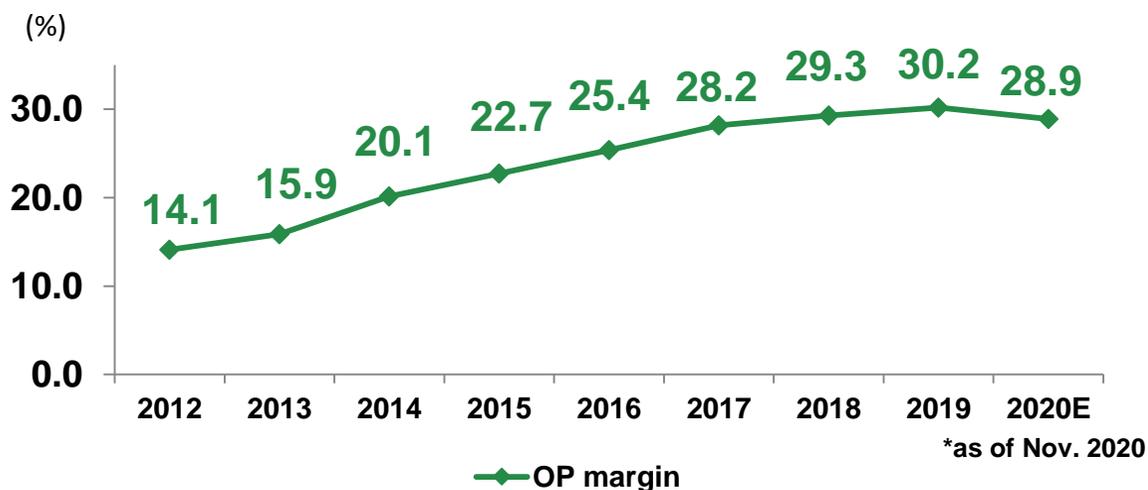
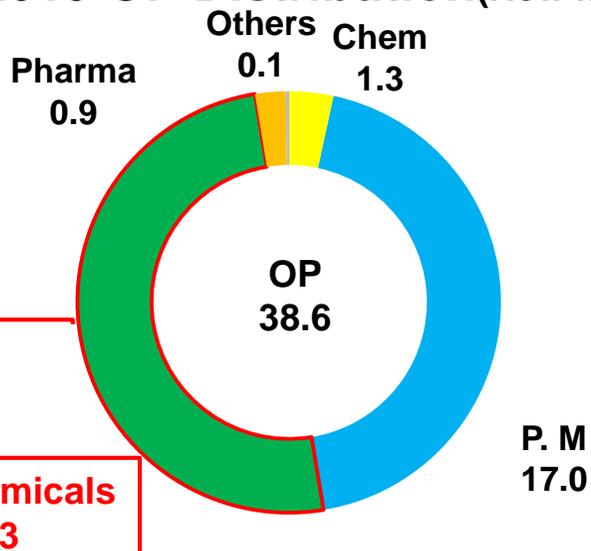
1. FY2019 Sales Distribution (¥billion)



3. Recent Financial Performance (¥billion)



2. FY2019 OP Distribution (New method*) (¥billion)



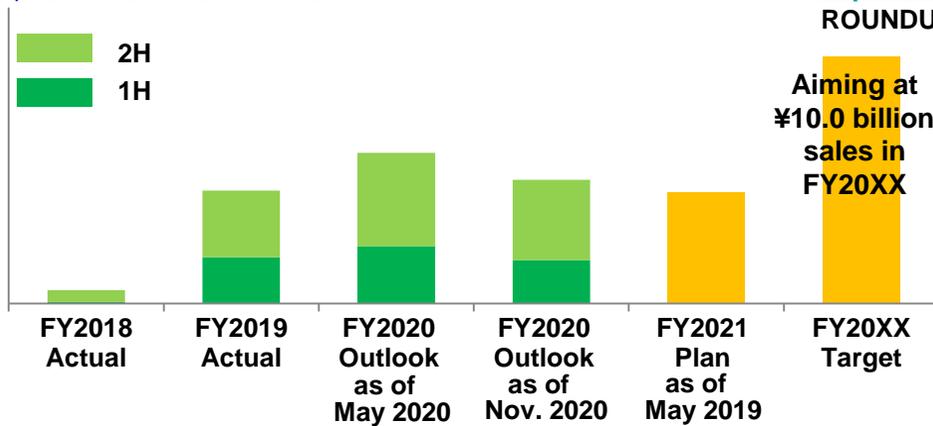
*OP is calculated by new method (see p14)

Agrochemicals – (B) Sales YOY Change (Before Discount)

◆ No.1 in the domestic agrochemicals sales ranking (Oct.2017- Sep.2018)

Main Products (in order of FY2019 sales amount)		Consolidated Sales YOY Change							
		FY2019 Actual			FY2020 Outlook (as of May2020)		FY2020 Outlook(as of Nov. 2020)		
		1H	2H	Total	Total	1H Actual	vs. Plan as of May 2020(undisclosed)	2H	Total
Fluralaner	Animal health products	-10%	-8%	-9%	-9%	-20%	above	+3%	-11%
ROUNDUP (1)	Herbicide	+7%	+5%	+6%	0%	-1%	below	+1%	0%
ALTAIR	Herbicide	+7%	+3%	+4%	+13%	+21%	below	+15%	+16%
TARGA	Herbicide	-21%	-16%	-19%	-4%	-11%	above	+23%	+4%
GRACIA	Insecticide	over+2900%	over+450%	over+700%	+33%	-6%	below	+21%	+10%
PERMIT	Herbicide	-30%	+28%	+8%	-5%	-26%	below	+1%	-5%
LEMAY	Fungicide	-37%	-4%	-16%	+8%	+26%	above	+5%	+11%
QUINTEC	Fungicide	-	-	-	+36%	-	above	+4%	+25%
Total segment	-	-1%	+6%	+3%	+2%	-7%	below	+7%	+1%

◆ GRACIA Sales Growth forecast



(1) ROUNDUP: See presentation materials for the ROUNDUP business briefing (January 22, 2020)

https://www.nissanchem.co.jp/eng/news_release/release/en2020_01_24.pdf

ROUNDUP AL for general household accounting for 19% of FY2019 ROUNDUP sales

◆ QUINTEC (QUINOXYFEN)

- Acquired the QUINOXYFEN product line of fungicides including QUINTEC brand from Corteva in November 2019 and started to sell in December 2019
- Protectant fungicide highly effective in controlling powdery mildew in fruits (especially grapes) and vegetables, mainly sold in USA

Agrochemicals – (C) Main Products

Launch	Products	Application	Product development type	Notes
2002	ROUNDUP	Herbicide	Acquired	Acquired domestic business from Monsanto, continuing to grow
2008	LEIMAY	Fungicide	In-house	
2008	STARMITE	Insecticide	In-house	
2009	PULSOR (THIFLUZAMIDE)	Fungicide	Acquired	Acquired world business from Dow
2009	PREVATHON	Insecticide	Licensed-in	Licensed from DuPont
2010	ROUNDUP AL	Herbicide	In-house	For general household shower-type herbicide market, launched ROUNDUP ALII in FY2016 and ALIII in FY2017, growing sharply
2011	ALTAIR	Herbicide	In-house	Launched in Korea in FY2011 and in Japan in FY2012
2013	Fluralaner	Animal health products	In-house	Started to be supplied to MSD* in July as scheduled
2014	BRAVECTO**	Veterinary medical product for companion animals	-	Launched in several countries in EU in April 2014, in the USA in June 2014 and in Japan in July 2015
2015	TREFANOCIDE	Herbicide	Licensed-in	Acquired by Gowan from Dow, exclusive sales right in Japan transferred to NCC
2017	NEXTER	Fungicide	Licensed-in	Licensed from Syngenta
2017	TRANSFORM™ / EXCEED™	Insecticide	Licensed-in	Licensed from Dow
2017	EXZOLT**	Veterinary medical 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 (expected peak sales 10.0 billion yen)
2019	QUINTEC (QUINOXYFEN)	Fungicide	Acquired	Acquired world business from Corteva in November 2019 Protectant fungicide highly effective in controlling powdery mildew in fruits and vegetables

Pipeline

2023	NC-241(PYRAPROPOYNE)	Fungicide	In-house	General fungicide (expected peak sales 5.0 billion yen)
2024	NC-653(DIMESULFAZET)	Herbicide	In-house	Effective against resistant weeds, having excellent safety to rice, (expected peak sales 3.0 billion yen)
2027	NC-656	Herbicide	In-house	Our first foliar application rice herbicide with excellent efficacy against resistant grass weeds (expected peak sales 10.0 billion yen)

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

**BRAVECTO, EXZOLT: the product names developed by MSD, containing the active substance Fluralaner

◆ Export sales* account for 39% of FY2019 consolidated segment sales (Asia:21%, Europe/Africa:65%, North/Central/South America:14%)
*Including Fluralaner

Expected peak sales of new products (GRACIA, QUINTEC, NC-241, 653, 656) 30.0 billion yen

Agrochemicals – (D-1) Fluralaner

◆ Fluralaner

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

- Invented by NCC and supplied to MSD* as the active pharmaceutical ingredient of BRAVECTO and EXZOLT
- Currently, BRAVECTO series and EXZOLT are available in 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

◆ BRAVECTO

- Developed and launched by MSD
- Veterinary medical products providing 12 weeks 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 Europe, June 2014 USA, July 2015 Japan, July 2019 China
July 2020 monthly chews for puppies approved 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, EU, August 2020 Japan(approved)

◆ BRAVECTO Plus

- A broad-spectrum combination spot-on solution for cats to treat internal and external parasite infestations
July 2018 Europe, December 2019 USA,
August 2020 Japan(approved)

◆ EXZOLT

- A poultry medicine against red mite launched by MSD (administered via drinking water)
September 2017 Europe, June 2018 Korea, and Middle East etc.

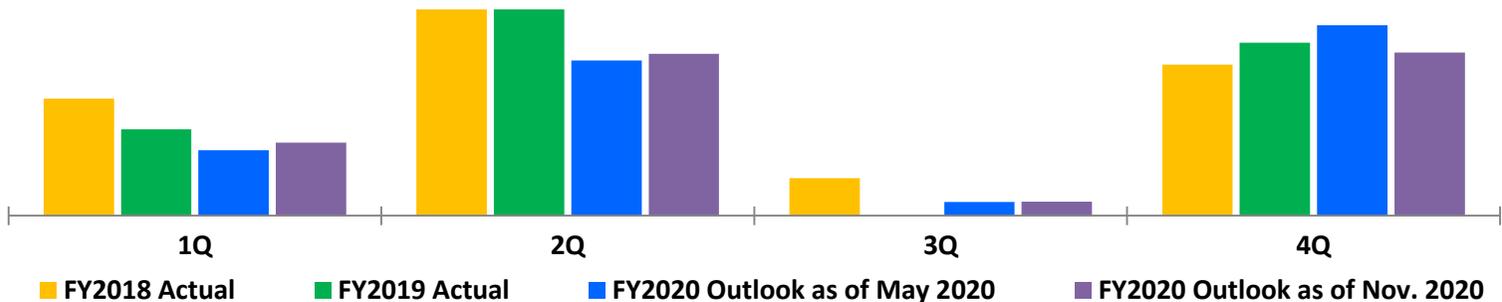


Agrochemicals – (D-2) Fluralaner

◆ **NCC's Revenues**

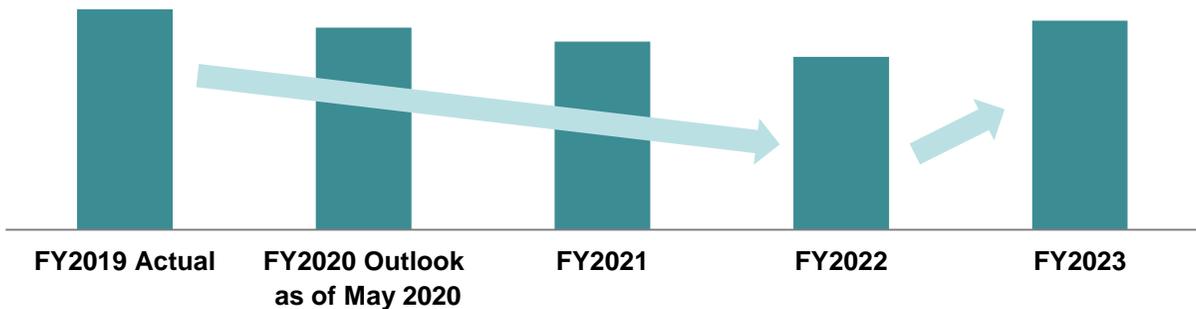
Sales of Fluralaner to MSD as API* of BRAVECTO and EXOLT products + Running royalties received from MSD semi-annually (February, August) API*: Active Pharmaceutical Ingredient

◆ **FY2018-FY2020 Fluralaner Quarterly Sales (including royalties)**



◆ **FY2019-FY2023 Fluralaner Pro-forma Sales (including royalties) Image (Announced in May 2020)**

- BRAVECTO and EXOLT sales expected to grow steadily
- NCC’s Fluralaner sales expected to decrease until FY2022 due to continuing inventory adjustment and recover in FY2023



◆ **BRAVECTO and EXOLT R&D**

Several pipeline products being developed by MSD (including new type of BRAVECTO for pets and spot-on solution for livestock)

Agrochemicals – (E) Joint Venture Company in India

Nissan Bharat Rasayan Private Limited (NBR)

Head Office	Gurgaon, Haryana (near New Delhi)
Plant Location	Newly built in Saykha, Gujarat (land leased by Gujarat Industrial Development Corporation)
Opening of Business	April 1, 2020 (assumptions as of 2022)
Business	Manufacturing active ingredients of agrochemicals (GRACIA, LEIMAY, QUINTEC, etc.) and exporting them to NCC
Number of Operators	150-200
Plant Operating	2Q FY2022
Shareholders	NCC 70%, Bharat Rasayan LTD (BRL) 30%
Board of Directors	NCC 5, BRL 2, Independent 1, Total 8

<Funding Plan (¥billion)>

Plant	4.3	Capital (INR 1.5 billion)	2.3
Working capital and others	2.4	Borrowings provided by NCC	3.3
		Borrowings provided by local banks	1.1
Total required funds	6.7	Total funding plan	6.7

<Expected Net Contribution to NCC's Consolidated PL>

(round number, ¥billion)

FY	2021	2022	2023	2024	2025
OP	-0.3	0.5	1.2	2.0	3.2

Bharat Rasayan Ltd (BRL)

Foundation	1989
Listing	National Stock Exchange of India(NSE), Bombay Stock Exchange (BSE)
Major Shareholders	Founders families including Sat Narain Gupta, Chairman 74.8%
2019 PL	Sales INR 12,151 million, Net Income after Taxes INR 1,576 million (one of major Indian agrochemical companies)
Plant Location	2 plants: (A) Dahej, Gujarat (B) Rohtak, Haryana
Relationship with NCC	BRL manufactures active ingredients and intermediates of NCC's products. Bharat Insecticides Ltd (BIL), a related company of Bharat group, distributes certain NCC's products(TARGA, PULSOR, PERMIT) in India

Merits to NCC

- 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

Agrochemicals – (F-1) Profit Overview

(¥billion)

	FY2019 Actual (A)							FY2020 Outlook as of May 2020					FY2020 Outlook (B) as of Nov. 2020							Change (B)-(A)		
	1Q	2Q	1H	3Q	4Q	2H	Total	1Q	2Q	1H	2H	Total	1Q Actual	2Q Actual	1H Actual	3Q	4Q	2H	Total	1H Actual	2H	Total
Sales	14.7	13.2	27.9	5.5	30.6	36.1	64.0	15.2	10.8	26.0	39.5	65.5	14.6	11.1	25.7	8.2	30.7	38.9	64.6	-2.2	+2.8	+0.6
OP	4.5	4.9	9.4	-1.8	11.7	9.9	19.3	3.6	3.1	6.7	11.7	18.4	4.0	3.8	7.8	-0.7	11.6	10.9	18.7	-1.6	+1.0	-0.6

1Q FY2020 Review

<vs. 1Q FY2019>

- ◆ Sales up : TARGA(export: shipment shifted from 2H, for mixtures in several markets overseas), ALTAIR(domestic, export), QUINTEC(export), LEIMAY(domestic, export), GRACIA(export)
- ◆ Sales down : Fluralaner (BRAVECTO inventory adjustment), GRACIA(domestic: less pest at low temperature), PERMIT(export: recoil of increased in FY2019), ROUNDUP(ML down, AL up)
- ◆ Fixed cost up ¥0.3 billion
- ◆ Inventory adjustment cost down ¥0.2 billion
- ◆ Sales down ¥0.1 billion, OP down ¥0.5 billion

<vs. 1Q FY2020 Outlook as of May 2020>

- ◆ Sales above target : TARGA(export: shipment shifted from 2H, for mixtures in several markets overseas), Fluralaner(shifted from 2Q), LEIMAY(export)
- ◆ Sales below target : GRACIA(domestic: less pest at low temperature, export), ROUNDUP(ML below target, AL above target), ALTAIR(domestic), QUINTEC(export), PERMIT(domestic)
- ◆ Fixed cost below expectations (¥0.5 billion)
- ◆ Inventory adjustment cost below expectations (¥0.3 billion)
- ◆ Sales down ¥0.6 billion, OP up ¥0.4 billion

2Q FY2020 Review

<vs. 2Q FY2019>

- ◆ Sales up : QUINTEC(export), ROUNDUP(ML flat, AL up), LEIMAY(domestic, export), PERMIT(export), ALTAIR(domestic, export)
- ◆ Sales down : Fluralaner (BRAVECTO inventory adjustment), TARGA(export), GRACIA(export)
- ◆ Fixed cost up ¥0.3 billion
- ◆ Sales down ¥2.1 billion, OP down ¥1.1 billion

<vs. 2Q FY2020 Outlook as of May 2020>

- ◆ Sales above target : Fluralaner(royalties above target), ROUNDUP(ML and AL above target), QUINTEC(export), ALTAIR(domestic, export)
- ◆ Sales below target : TARGA(export), GRACIA(domestic: less pest at low temperature), LEIMAY(export), PERMIT(export)
- ◆ Fixed cost below expectations (¥0.5 billion)
- ◆ Inventory adjustment cost above expectations (¥0.3 billion)
- ◆ Sales up ¥0.3 billion, OP up ¥0.7 billion

Agrochemicals – (F-2) Profit Overview

1H FY2020 Review

<vs. 1H FY2019>

- ◆ Sales up : ALTAIR(domestic, export), QUINTEC(export), LEIMAY(domestic, export), GRACIA(export)
- ◆ Sales down : Fluralaner(BRAVECTO inventory adjustment), GRACIA(domestic: less pest at low temperature), TARGA(export), PERMIT(export), ROUNDUP(ML down, AL up)
- ◆ Fixed cost up ¥0.6 billion
- ◆ Inventory adjustment cost down ¥0.1 billion
- ◆ Sales down ¥2.2 billion, OP down ¥1.6 billion

<vs. 1H FY2020 Outlook as of May 2020>

- ◆ Sales above target :
Fluralaner(royalties above target),
TARGA(export: for mixtures in several markets overseas),
LEIMAY(domestic), QUINTEC(export)
- ◆ Sales below target :
GRACIA(domestic: less pest at low temperature, export: shifted to 2H),
ROUNDUP(ML below target, AL above target)
ALTAIR(domestic), PERMIT(domestic)
- ◆ Fixed cost below expectations (¥1.0 billion)
- ◆ Sales down ¥0.3 billion, OP up ¥1.1 billion

2H FY2020 Outlook

<vs. 2H FY2019>

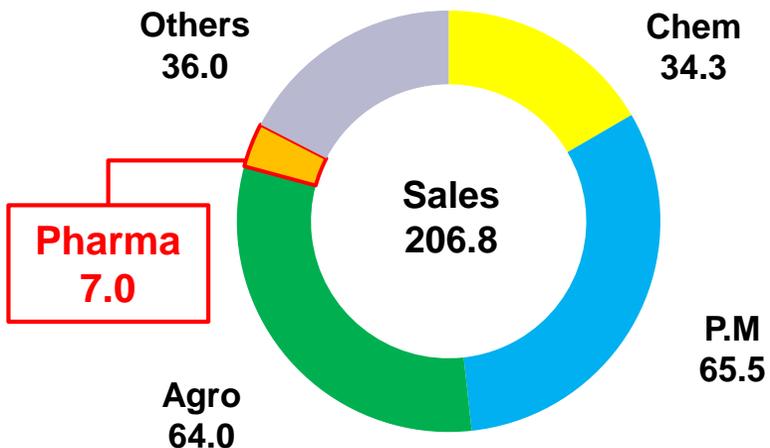
- ◆ Sales up : ALTAIR(domestic, export), GRACIA(export) TARGA(export), Fluralaner (royalties up), LEIMAY(domestic, export), ROUNDUP(ML and AL up) QUINTEC(export), PERMIT(export)
- ◆ Fixed cost down ¥0.2 billion
- ◆ Inventory adjustment cost up ¥0.5 billion
- ◆ Sales up ¥2.8 billion, OP up ¥1.0 billion

<vs. 2H FY2020 Outlook as of May 2020>

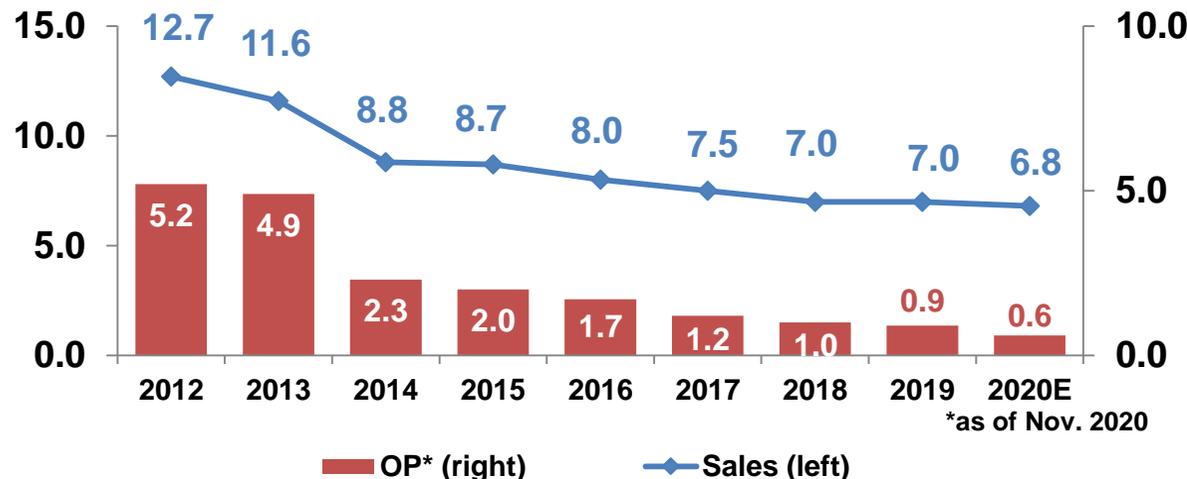
- ◆ Sales above target :
ALTAIR(domestic), TARGA(export),
ROUNDUP(ML and AL above target),
LEIMAY(domestic, export), PERMIT(export)
- ◆ Sales below target :
Fluralaner(shipment shift to FY2021, royalties above target),
GRACIA(domestic), QUINTEC(export),
- ◆ Inventory adjustment cost above expectations (¥0.2 billion)
- ◆ Sales down ¥0.6 billion, OP down ¥0.8 billion

Pharmaceuticals – (A) Recent Financial Performance

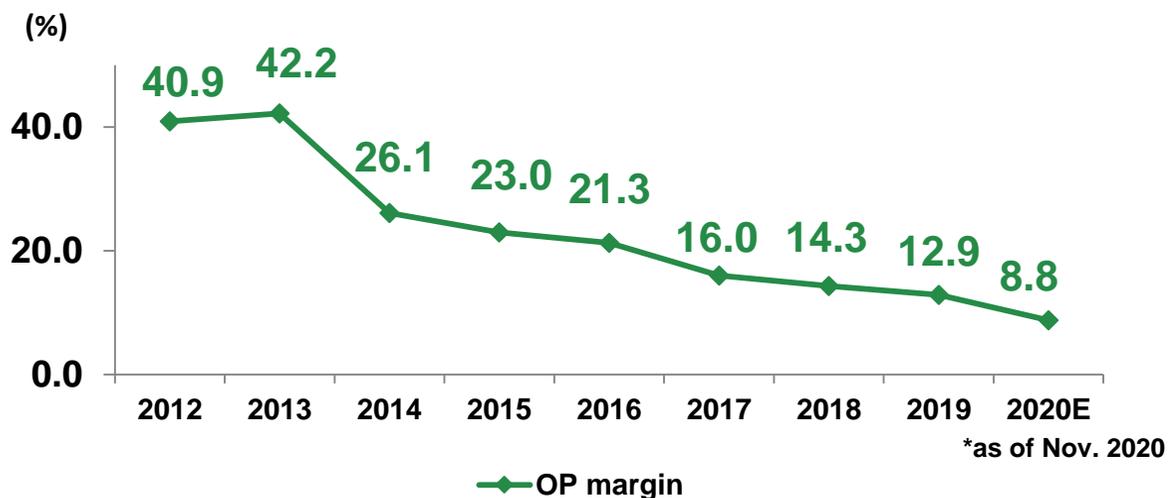
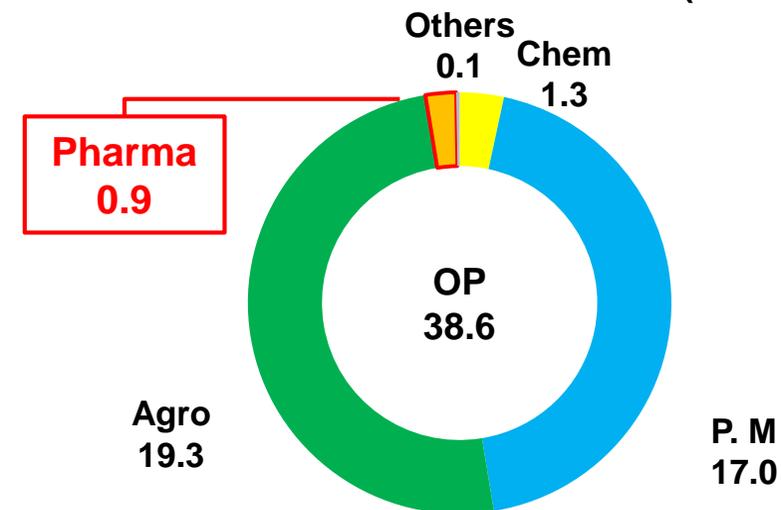
1. FY2019 Sales Distribution (¥billion)



3. Recent Financial Performance (¥billion)



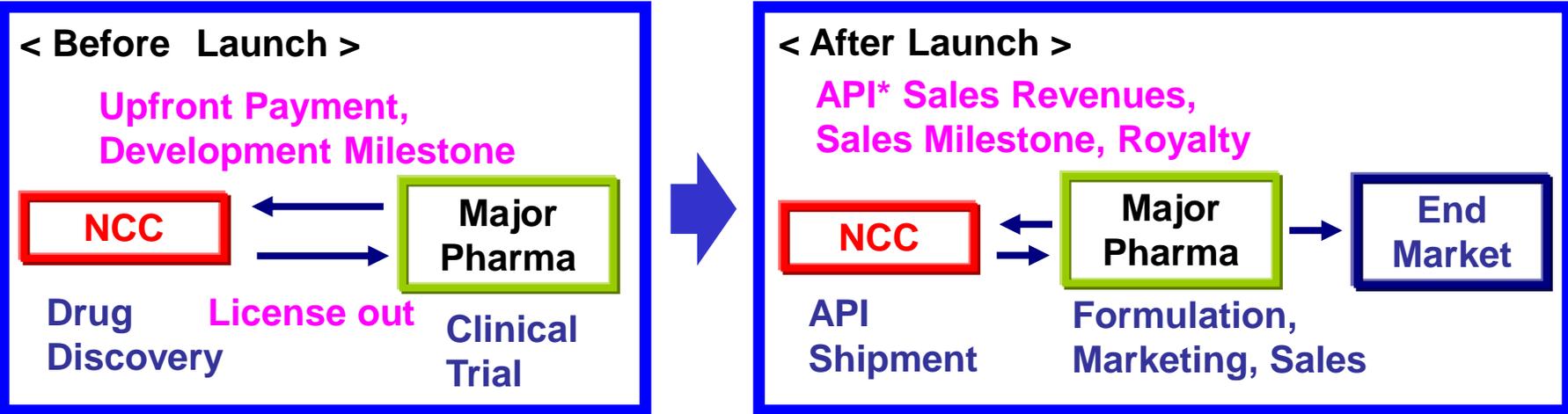
2. FY2019 OP Distribution (New method*) (¥billion)



*OP is calculated by new method (see p14)

Pharmaceuticals – (B) Business Model (New Drug) and LIVALO

◆ Unique ethical pharma business model without sales force



API*: Active Pharmaceutical Ingredient

◆ LIVALO API (Anti-Cholesterol Drug)

	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Outlook as of May 2020	FY2020 Outlook as of Nov. 2020
Domestic End Market Sales (NHI drug price basis, ¥billion)	52.6	34.5	29.7	23.9	21.0	16.7	14.3	-	-
Our Domestic and Export API Sales (¥billion)	10.2	6.9	5.8	5.2	4.8	4.3	4.0	2.7	2.9
Our Domestic and Export API Sales YOY Change	-2%	-32%	-15%	-11%	-7%	-11%	-7%	-31%	-27%
(Domestic API Sales YOY Change)	(-2%)	(-46%)	(-27%)	(-42%)	(-73%)	(-53%)	(+105%)	(+25%)	(-1%)
(Export API Sales YOY Change)	(-1%)	(+21%)	(+5%)	(+26%)	(+29%)	(-6%)	(-14%)	(-39%)	(-31%)

- August 2013, domestic compound patent expired
- August 2020, market exclusivity expired in EU
- Currently, available in 26 countries

Pharmaceuticals – (C) Pipeline

Product	Mechanism of action	Expected indications	Development partners
NTC-801	· Acetylcholine-activated K ⁺ channel current (IKACH) inhibition	· Arrhythmia (Atrial fibrillation)	· Terminated the license agreement with Teijin and BMS in September 2015 · Under consideration regarding seeking new partners · Adopted as AMED* program in September 2018 · Starting an investigator initiated clinical trial conducted by Osaka University

*Japan Agency for Medical Research and Development

<Policy for drug discovery research>

To create innovative medicines by using the strategic chemical library, the precise organic synthesis technology, proprietary oligonucleotides therapeutics discovery platform

◆ In-house research

- Focusing on cardiovascular disease and neurological disease as core therapeutic areas
- Using state-of-the art-ion channel evaluation platform as key technology

◆ Collaborative research

- Conducting small molecule and oligonucleotides drug discovery programs with several pharmaceutical companies and bio-venture companies

Pharmaceuticals – (D) Custom Chemicals

- ◆ Custom manufacturing and process researching services for new drug pharmaceutical ingredients and intermediates from pre-clinical to commercial production stages
- ◆ In addition, focusing on obtaining new contracts mainly for high activity and high-valued added GE API products
 - 2016- Maxacalcitol (Secondary hyperparathyroidism and Psoriasis)
 - 2017- Eldecalcitol (Osteoporosis)

◆ Custom Chemicals Sales Growth

(¥billion)

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020E as of May2020	FY2020E as of Nov. 2020
Sales	1.2	1.8	2.3	2.4	2.5	2.6	2.9	3.6	3.8

Sales YOY Change								
FY2019 Actual			FY2020 Outlook as of May 2020			FY2020 Outlook as of Nov. 2020		
1H	2H	Total	1H	2H	Total	1H Actual	2H	Total
0%	+23%	+11%	0%	+42%	+23%	+12%	+46%	+30%

Pharmaceuticals – (E) New Strategies (Announced in May 2020)

1. Drug Discovery (D.D)

(1) New drug discovery strategy

A. In-house research (Previously) License out only at clinical testing stage

(New) Focus on themes initiated by NCC and selected by potential licensees and license out before clinical testing stage

B. Collaborative research

◆ Provide our unique drug discovery technologies

(such as oligonucleotides drug discovery platform) to partners and aim to receive fees

◆ Advantages of our oligonucleotides drug discovery technologies

--- unique modified nucleic acids

(2) Ceilings on R&D resources

A. Reduce 10 drug discovery staffs in two years

B. Fix R&D expenses at ¥2.5 billion

(3) Focus on 10 out of 18 existing new drug discovery projects

2. Custom Chemicals (C.C)

(1) Expand high margin C.C business to support D.D business currently relying solely on LIVALO

(2) Following Maxacalcitol and Eldecalcitol, develop another high value added GE API products and launch peptides CMO business

3. FY2019-FY2023 Pro-forma PL Image (Announced in May 2020)

		FY2019	FY2020	FY2021	FY2023
		Actual	Outlook*	Pro-forma	Pro-forma
Sales	D.D(1)	4.06	2.79	2.4	2.2
	C.C	2.90	3.56	5.1	6.0
	Total Segment	6.96	6.35	7.5	8.2
OP	D.D(1)	-0.12	-0.95	-1.2	-1.3
	C.C	1.05	1.38	2.3	2.8
	Total Segment	0.93	0.43	1.1	1.5

(¥billion, OP: new method)

(1) Excluding possible upfront and milestone revenues in FY2021, 2023
(p55 including ¥0.5 billion in FY2023)

*as of May 2020

Pharmaceuticals – (F) Equity participation in PeptiStar Inc. (PS)

- ◆ **Our Investment Amount:** ¥0.9 billion, (8.2% of the number of shares outstanding after the third-party allotment)
- ◆ **Outline of PS:** The world's first Contract Manufacturing Organization (CMO) for the research and commercial manufacture of constrained peptide therapeutics.
Established by PeptiDream, Shionogi and Sekisui Chemical in September 2017
- ◆ **Funding of PS :**
(approximate amount)
 - ¥11.0 billion Equity provided by about 20 companies by way of third-party allotment
 - ¥9.0 billion Grant program of Cyclic Innovation for Clinical Empowerment (CiCLE) by the Japan Agency for Medical Research and Development (AMED)Total ¥20.0 billion
- ◆ **Business Status of PS :** Completion of R&D center in April 2019, manufacturing fab in July 2019
- ◆ **Our Role and Objective:** Develop solution-phase synthesis suitable for mass production of constrained peptides
- ◆ **Impact on our Business:** Improve our novel synthetic method (solution-phase synthesis) of constrained peptides, reduce manufacturing cost substantially and expand our CMO business.

Pharmaceuticals – (G-1) Profit Overview

(¥billion)

	FY2019 Actual (A)							FY2020 Outlook as of May 2020					FY2020 Outlook (B) as of Nov. 2020							Change (B)-(A)		
	1Q	2Q	1H	3Q	4Q	2H	Total	1Q	2Q	1H	2H	Total	1Q Actual	2Q Actual	1H Actual	3Q	4Q	2H	Total	1H Actual	2H	Total
Sales	1.87	1.56	3.43	1.53	2.00	3.53	6.96	1.19	1.63	2.82	3.53	6.35	1.50	1.53	3.03	1.55	2.21	3.76	6.79	-0.40	+0.23	-0.17
D.D	1.36	0.74	2.10	0.93	1.03	1.96	4.06	0.66	0.83	1.49	1.30	2.79	0.74	0.79	1.53	0.56	0.91	1.47	3.00	-0.57	-0.49	-1.06
C.C	0.51	0.82	1.33	0.60	0.97	1.57	2.90	0.53	0.80	1.33	2.23	3.56	0.76	0.74	1.50	0.99	1.30	2.29	3.79	+0.17	+0.72	+0.89
OP	0.39	0.14	0.53	0.02	0.38	0.40	0.93	-0.14	0.19	0.05	0.38	0.43	-0.07	0.10	0.03	0.06	0.47	0.53	0.56	-0.50	+0.13	-0.37
D.D	0.23	-0.18	0.05	-0.17	0.00	-0.17	-0.12	-0.26	-0.07	-0.33	-0.62	-0.95	-0.22	-0.14	-0.36	-0.35	-0.14	-0.49	-0.85	-0.41	-0.32	-0.73
C.C	0.16	0.32	0.48	0.19	0.38	0.57	1.05	0.12	0.26	0.38	1.00	1.38	0.15	0.24	0.39	0.41	0.61	1.02	1.41	-0.09	+0.45	+0.36

1Q FY2020 Review

<vs. 1Q FY2019>

- (D.D) ◆ LIVALO sales down
(domestic sales down, export down)
- ◆ Sales down ¥0.62 billion, OP down ¥0.45 billion
- (C.C) ◆ Sales up (shifted from 2Q)
- ◆ Sales up ¥0.25 billion, OP down ¥0.01 billion
- (Total) ◆ Sales down ¥0.37 billion, OP down ¥0.46 billion

<vs. 1Q FY2020 Outlook as of May 2020>

- (D.D) ◆ LIVALO sales above target
(domestic sales above target, export above target)
- ◆ Sales up ¥0.08 billion, OP up ¥0.04 billion
- (C.C) ◆ Sales above target (shifted from 2Q)
- ◆ Sales up ¥0.23 billion, OP up ¥0.03 billion
- (Total) ◆ Sales up ¥0.31 billion, OP up ¥0.07 billion

2Q FY2020 Review

<vs. 2Q FY2019>

- (D.D) ◆ LIVALO sales up
(domestic sales up, export down)
- ◆ Fixed cost down ¥0.1 billion
- ◆ Sales up ¥0.05 billion, OP up ¥0.04 billion
- (C.C) ◆ Sales down (shifted to 1Q)
- ◆ Inventory adjustment cost up ¥0.1 billion
- ◆ Sales down ¥0.08 billion, OP down ¥0.08 billion
- (Total) ◆ Sales down ¥0.03 billion, OP down ¥0.04 billion

<vs. 2Q FY2020 Outlook as of May 2020>

- (D.D) ◆ LIVALO sales below target
(domestic sales below target, export below target)
- ◆ Sales down ¥0.04 billion, OP down ¥0.07 billion
- (C.C) ◆ Sales below target (shifted to 1Q)
- ◆ Sales down ¥0.06 billion, OP down ¥0.02 billion
- (Total) ◆ Sales down ¥0.10 billion, OP down ¥0.09 billion

Pharmaceuticals – (G-2) Profit Overview

1H FY2020 Review

<vs. 1H FY2019>

- (D.D) ◆ LIVALO sales down
(domestic sales up, export down)
- ◆ Fixed cost down ¥0.2 billion
- ◆ Sales down ¥0.57 billion, OP down ¥0.41 billion
- (C.C) ◆ Sales up (solid sales of GE)
- ◆ Inventory valuation loss ¥0.1 billion
(Raw material price decline)
- ◆ Inventory adjustment cost up ¥0.1 billion
- ◆ Sales up ¥0.17 billion, OP down ¥0.09 billion
- (Total) ◆ Sales down ¥0.40 billion, OP down ¥0.50 billion

<vs. 1H FY2020 Outlook as of May 2020>

- (D.D) ◆ LIVALO sales in line with target
(domestic sales below target, export above target)
- ◆ Sales up ¥0.04 billion, OP down ¥0.03 billion
- (C.C) ◆ Sales above target
- ◆ Inventory valuation loss ¥0.1 billion
(Raw material price decline)
- ◆ Sales up ¥0.17 billion, OP up ¥0.01 billion
- (Total) ◆ Sales up ¥0.21 billion, OP down ¥0.02 billion

2H FY2020 Outlook

<vs. 2H FY2019>

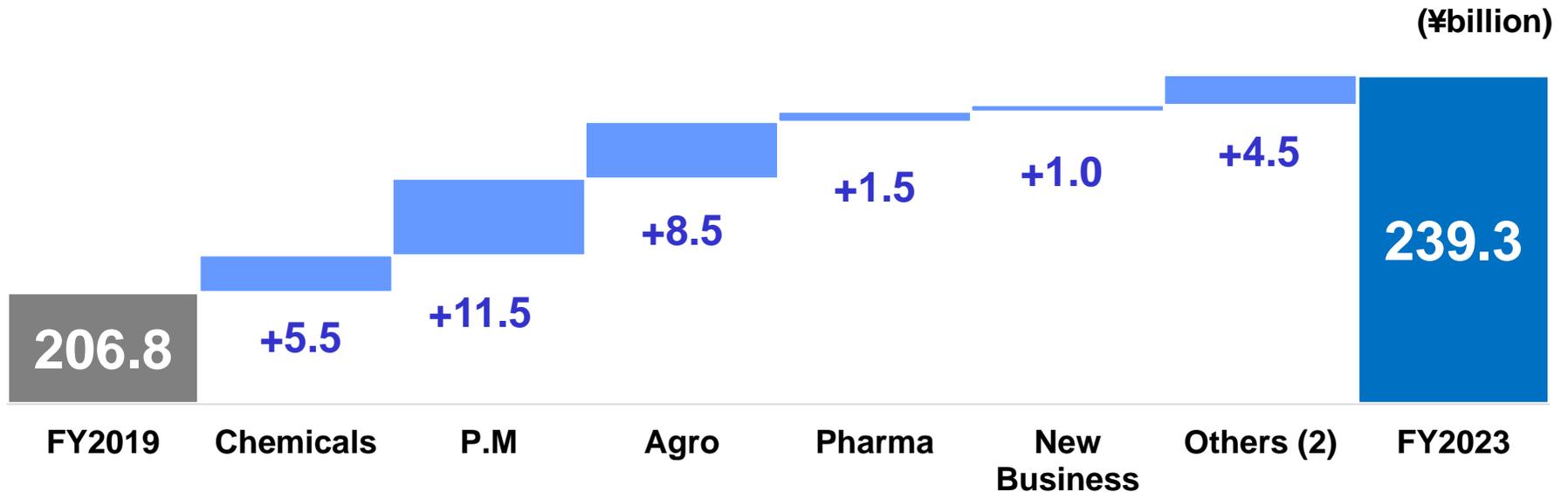
- (D.D) ◆ LIVALO sales down
(domestic sales down, export down)
- ◆ Inventory adjustment cost up ¥0.1 billion
- ◆ Sales down ¥0.49 billion, OP down ¥0.32 billion
- (C.C) ◆ Sales up (solid sales of GE)
- ◆ Sales up ¥0.72 billion, OP up ¥0.45 billion
- (Total) ◆ Sales up ¥0.23 billion, OP up ¥0.13 billion

<vs. 2H FY2020 Outlook as of May 2020>

- (D.D) ◆ LIVALO sales above target
(domestic sales below target, export above target)
- ◆ Sales up ¥0.17 billion, OP up ¥0.13 billion
- (C.C) ◆ Sales above target
- ◆ Sales up ¥0.06 billion, OP up ¥0.02 billion
- (Total) ◆ Sales up ¥0.23 billion, OP up ¥0.15 billion

Rough Image of FY2023 Sales- (A) Overall⁽¹⁾

(Announced in May 2020)



(1) Changes are rounded off to the nearest 0.5 billion yen.

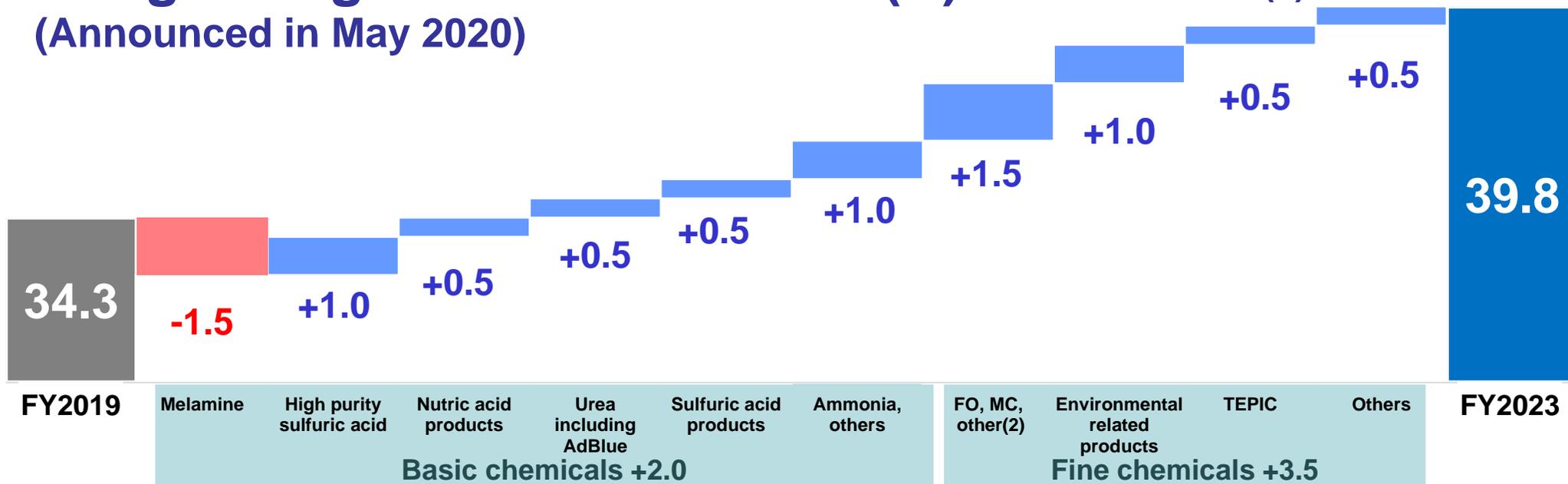
(2) Trading, Others, Adjustment

- ◆ **Fluralaner sales expected to decrease until FY2022 due to continuing inventory adjustment and recover in FY2023**
- ◆ **Based on this assumption, we have created a medium-term sales growth image for each segment**
- ◆ **Total company-wide sales expected to increase from 206.8 billion yen in FY2019 to 239.3 billion yen (+16%) in FY2023**

Rough Image of FY2023 Sales- (B) Chemicals⁽¹⁾

(¥billion)

(Announced in May 2020)



(1) Changes are rounded off to the nearest 0.5 billion yen

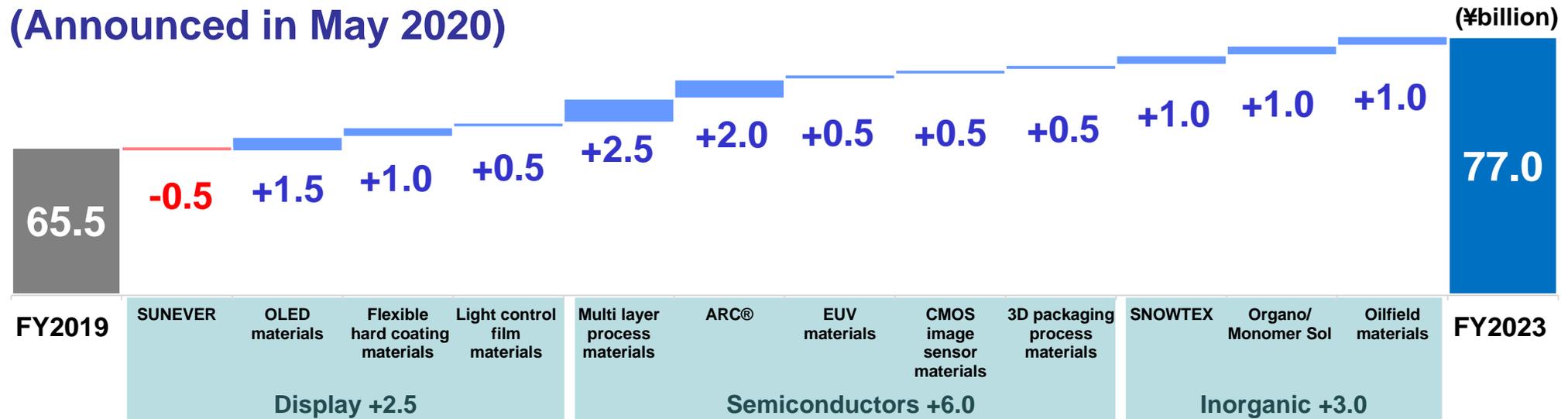
(2) FO: FINEOXOCOL (cosmetic raw materials, acrylate adhesives), MC: Melamine Cyanurate (flame retardants, lubricants), other products(reinforced fiber materials) (products name are undisclosed)

(Basic chemicals)

(Fine chemicals)

Products	Changes (billion yen, every0.5)	Main reasons for changes	Products	Changes (billion yen, every0.5)	Main reasons for changes
Melamine	-1.5	(export) Drastic volume reduction with emphasis on spreads, continued stagnant market conditions (domestic) Flat at FY2020 levels	FO, MC, Other	+1.5	(FO) Expand overseas with existing cosmetic ingredients and development of new applications (MC) Expanded applications of lubricants for new powder molding (increased density). (Other) Development of new applications (Total sales of the three products in FY2019: about 2.7 billion yen).
High purity sulfuric acid	+1.0	Expanding sales according to the equipment and production plans of semiconductor customers			
Nitric acid products	+0.5	Withdrawal of a domestic competitor from the market (April 2020)			
Urea including AdBlue	+0.5	Demand for AdBlue's light- and medium-duty trucks and construction equipment increases	Environmental related products	+1.0	Increase in isocyanuric acid capacity (to be completed by Dec. 2020) Sales expansion to major customers (with contracts)
Sulfuric acid products	+0.5	Expanding demand for electronic components and battery applications.	TEPIC	+0.5	(General) Mostly maintained at FY2019 level (Electronic Materials) Expand the customer base for solder resist inks and expand the use of LED sealants
Ammonia, others	+1.0		Others	+0.5	

Rough Image of FY2023 Sales- (C) Performance Materials⁽¹⁾ (Announced in May 2020)



(1) Changes are rounded off to the nearest 0.5 billion yen.

(Display)

products	Changes (billion yen, every 0.5)	Main reasons for changes
SUNEVER	-0.5	(TN) -0.5 (VA) +1.0 market share expansion (rubbing IPS) -1.0 market share expansion, shift to photo IPS (Photo IPS) +0.0 Decrease in smartphone use, expansion of non-smartphone use
OLED materials	+1.5	(Vapor deposition) +0.5 Alignment materials for LC retarder, De-bonding layer (Printing) +1.0 Repellent bank layer, Hole injection layer
Flexible HC	+1.0	Hard coating materials for flexible OLED smartphone
Light control film	+0.5	Development of construction materials, in-vehicle and bullet train applications

(Semiconductors)

products	Changes (billion yen, every 0.5)	Main reasons for changes
Multi layer process materials	+2.5	Demand increases with the development of 5G and IoT
ARC®	+2.0	
EUV materials	+0.5	Demand increases with the development of 5G and IoT (Entered EUV Si-HM market in FY2019 finally)
CMOS image sensor materials	+0.5	Entered the market for high value-added lens materials.
3D packaging process materials	+0.5	Acquisition of new customers, development of new materials

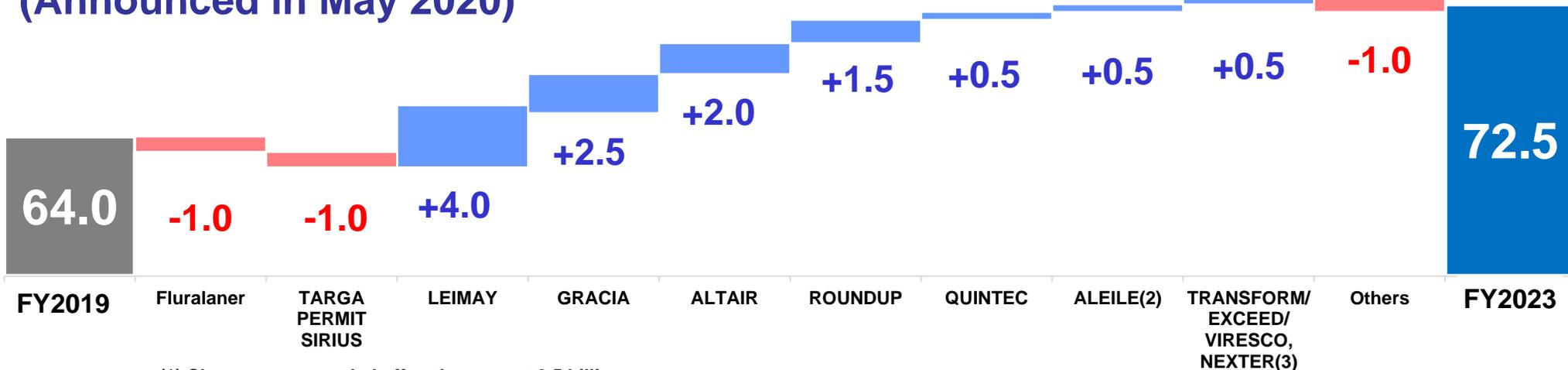
(Inorganic)

SNOW TEX	+1.0	(non-polishing) Increase in materials for automobiles (polishing) Increase in silicon wafers and CMP
Organo/Monomer Sol	+1.0	Increase in hard coating materials for foldable smartphone film and 3D printing materials
Oilfield material	+1.0	Expanded to repair existing wells with low oil price impact

Rough Image of FY2023 Sales- (D) Agrochemicals⁽¹⁾

(Announced in May 2020)

(¥billion)



(1) Changes are rounded off to the nearest 0.5 billion yen.

(2) ALEILE: Foliar application herbicide for paddy rice including ALTAIR

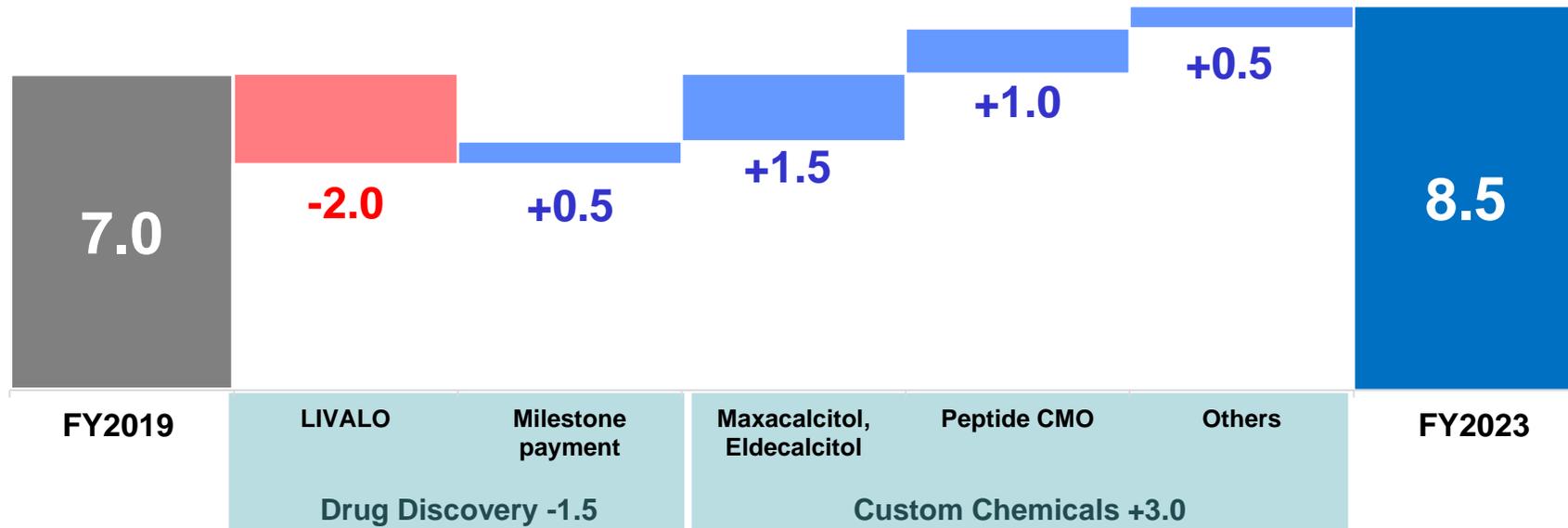
(3) TRANSFORM™/ EXCEED™/ VIRESKO™: Insecticide for fruits, vegetables, and paddy rice (licensed in from DOW)
NEXTER: Fungicide for fruits and vegetables (licensed in from Syngenta)

Products	Changes (billion yen, every 0.5)	Main reasons for changes
Fluralaner	-1.0	Decrease until FY2022 due to continuing inventory adjustment and recover in FY2023 (see p39)
TARGA, PERMIT, SIRIUS	-1.0	(TARGA) Shrink rapeseed cropping market in Europe, (PERMIT) Decrease in Europe, (SIRIUS) Decline in the alternative progression to ALTAIR.
LEIMAY	+4.0	Develop two mixtures for European market with two major agrochemical manufacturers
GRACIA	+2.5	(Domestic) Launch the new formulation in Japan (Export) Increase in sales countries (India, Indonesia, Vietnam, Argentina)
ALTAIR	+2.0	Switch to the new generation products and expand sales in China and Southeast Asia.
ROUNDUP	+1.5	Focus on large-sized standardized products in ROUNDUP ML, and strengthen AL via drugstores and supermarkets as well as home centers
QUINTEC	+0.5	Increase in sales volume
ALEILE	+0.5	New foliar application herbicide for paddy rice including ALTAIR Capable of in-water and highly resistant to rain
TRANSFORM/ EXCEED/ VIRESKO, NEXTER	+0.5	Focused licensed-in products
Others	-1.0	

Rough Image of FY2023 Sales- (E) Pharmaceuticals⁽¹⁾

(Announced in May 2020)

(¥billion)



(1) Changes are rounded off to the nearest 0.5 billion yen.

(Drug Discovery)

Products	Changes (billion yen, every 0.5)	Main reasons for changes
LIVALO	-2.0	(Domestic) Volume down due to increase in generics (Export) Generic entry in Europe and the U.S. and volume down in Korea
Milestone payment	+0.5	Pipeline drug is expected to be licensed in the focused area

(Custom Chemicals)

Maxacalcitol, Eldecalcitol	+1.5	(Maxacalcitol) Started accepting orders from new customer (Eldecalcitol) Expected to increase in volume at 1H 2020 launch
Peptide CMO	+1.0	Expect to be commissioned by PeptiStar and other companies
Others	+0.5	Existing contracted products

Rough Image of FY2023 Sales- (F) New Business

(Announced in May 2020)

Field	Products	Changes (every 0.5 billion yen)
Life Sciences	Cell culture medium Biointerface control materials (inhibition of cell and protein adhesion) Cosmetic materials (promotion of skin penetration of active ingredients, moisturizing effect, etc.)	Total ¥1.0 billion
Environment & Energy	Secondary battery materials (undercoat materials to promote low resistance) Hole transport layer materials for organic solar cells (energy conversion of sunlight)	
Information & Communication	Optical interconnect materials	

Capex/Depreciation/R&D by Segment

(¥billion)

	Capex (1)						Depreciation (2)						R&D expenses							
	2016	2017	2018	2019	2020E May 2020	2020E Nov. 2020	2016	2017	2018	2019	2020E May 2020	2020E Nov. 2020	2016	2017	2018	2019	2020E May 2020	2020E Nov. 2020		
Chem	2.0	2.6	2.0	3.1	6.8	5.0	1.6	1.7	1.8	1.8	2.2	2.3	0.5	0.6	0.6	0.4	0.4	0.3		
P.M	8.4	7.2	3.3	3.3	4.9	3.9	4.8	5.9	6.0	5.1	5.0	4.6	7.9	8.1	8.2	7.7	8.4	7.3		
Agro	2.4	2.6	3.3	7.9	0.7	0.8	1.3	1.4	1.7	2.2	2.3	2.5	3.8	4.3	4.5	4.6	5.0	4.3		
Pharma	0.9	0.7	0.5	0.6	0.4	0.4	0.7	0.7	0.6	0.6	0.6	0.5	2.2	2.5	2.5	2.5	2.3	2.3		
Trading	0.0	0.0	0.1	0.1	0.2	0.2	0.1	0.1	0.1	0.1	0.1	0.1	0.0	0.0	0.0	0.0	0.0	0.0		
Others	0.6	0.6	0.7	0.7	0.8	0.8	0.4	0.7	0.7	0.7	0.5	0.4	1.7	1.7	2.0	2.0	2.1	2.6		
Total	14.3	13.7	9.9	15.7	13.8	11.1	8.9	10.5	10.9	10.5	10.7	10.4	16.1	17.2	17.8	17.2	18.2	16.8		
													R&D expenses/Sales		8.9%	8.9%	8.7%	8.3%	8.5%	8.0%

(1) Capex

Actual - Acceptance basis

Outlook - Production commencement basis

(2) Depreciation Method

SUNEVER, ARC®, Multi layer process materials

- 4 year declining balance method

(50.0% of initial capex amount in the 1st year)

Other products - 8 year declining balance method

(25.0% of initial capex amount in the 1st year)

R&D Personnel (Sept. 2019) –A	450
Total Professionals (Sept. 2019) –B	1,165
A/B	39%

※Parent company only

※Round number

Main Capex Items (Approval Basis)

(¥billion)

FY2017 Actual		FY2018 Actual		FY2019 Actual		FY2020 Outlook	
Agro (Production facilities)	1.4	Chemical Research Lab. (Instruments)	0.7	Isocyanuric acid (1) (Production capacity expansion)	1.9	Semis (Material Research Lab. new annex)	2.0
NSU R&D Center	1.0	Material Research Lab. (Instruments)	0.7	Chemical Research Lab. (Instruments)	0.7	IT Systems	1.4
Material Research Lab. (Instruments)	0.9	Agro (Product development facilities)	0.6	Material Research Lab. (Instruments)	0.6	Agro (Production facilities)	0.8
Chemical Research Lab. (Instruments)	0.6	NSU R&D Center	0.5	Display (Production facilities)	0.5	Chemical Research Lab. (Instruments)	0.8
Display (Test facilities)	0.3	TEPIC (Production capacity expansion)	0.5	Biological Research Lab. (Instruments)	0.3	Material Research Lab. (Instruments)	0.7
Biological Research Lab. (Instruments)	0.3	Biological Research Lab. (Instruments)	0.4	TEPIC (Production facilities)	0.2	High Purity Sulfic Acid (Production capacity expansion)	0.5
Display (Production facilities)	0.3	Semis (Production test facilities)	0.2			Biological Research Lab. (Instruments)	0.2
		SNOWTEX (Production capacity expansion)	0.2				

(1) Fine Chemicals materials (see p24)

Mid-Term Plan Vista2021 Stage II (FY2019-2021) announced in May 2019 - (A)

(¥billion)

1. PL

	Actual	New Mid-Term Plan announced in May 2019	Mid-Term Plan announced in May 2016
	FY2018	FY2021	FY2021
Sales	204.9	235.0	250.0
Operating Profit	37.1	43.0	40.0
Ordinary Income	39.1	44.0	40.8
Net Income	29.4	33.0	31.0
EPS (¥/share)	197.67	230.00	-
Dividend (¥/share)	82	-	-
FX Rate (¥/\$)	111	110	115
Naphtha (¥/kl)	49,700	43,000	51,100

(Financial Targets)

	Actual	New Mid-Term Plan announced in May 2019	Mid-Term Plan announced in May 2016
	FY2018	FY2020, FY2021	FY2021
OP Margin	18.1%	Above 18%	Above 15%
ROE	16.6%	Above 16%	Above 14%
Dividend Payout Ratio	41.5%	45%	40%
Total Payout Ratio	72.0%	75%	70%

(¥billion)

2. Segment (1)

	Sales			Operating Profit		
	Actual	New Mid-Term Plan announced in May 2019	Mid-Term Plan announced in May 2016	Actual	New Mid-Term Plan announced in May 2019	Mid-Term Plan announced in May 2016
	FY2018	FY2021	FY2021	FY2018	FY2021	FY2021
Chemicals	35.7	43.1	40.5	3.0	5.1	4.5
Performance Materials	63.0	75.1	82.9	15.0	17.3	18.4
Agrochemicals	62.7	70.1	67.0	18.4	21.1	16.7
Pharmaceuticals	7.0	7.5	8.3	1.0	0.7	2.4
Trading, Others, Adjustment	36.5	39.2	51.3	-0.3	-1.2	-2.0
Total	204.9	235.0	250.0	37.1	43.0	40.0

(1) Including inter-segment sales/transfers

Mid-Term Plan Vista2021 Stage II (FY2019-2021) announced in May 2019 - (B)

1. Cash Flows

	Actual	New Mid-Term Plan	(¥billion)
	Total FY2016-2018	Total FY2019-2021 (round number)	
CF from operating activities	102.1	115.0	
CF from investing activities	-39.2	-45.0	
CF from financing activities	-62.0	-75.0	
(Total payout to shareholders (dividend & share repurchase))	-55.6	-70.0	
(Repayment of borrowings)	-6.4	-5.0	
	FY2018	FY2021	
Cash at end of fiscal year	36.2	30.0	

2. Capex, Depreciation, R&D expenses, Researchers

	(¥billion)						(person)	
	Capex		Depreciation		R&D expenses		Researchers	
	Actual	New Mid-Term Plan	Actual	New Mid-Term Plan	Actual	New Mid-Term Plan	Actual	New Mid-Term Plan
	Total FY2016-2018	Total FY2019-2021	Total FY2016-2018	Total FY2019-2021	Total FY2016-2018	Total FY2019-2021	FY2018	FY2021
Chemicals	6.6	14.7	5.2	9.4	1.6	1.4	10	10
Performance Materials	18.9	17.8	16.7	17.0	24.3	26.7	200	210
Agrochemicals	8.3	8.2	4.4	5.5	12.6	14.8	95	95
Pharmaceuticals	2.1	1.7	2.1	1.8	7.2	7.1	85	90
Trading, Others, Adjustment	2.0	2.3	1.9	3.1	5.4	8.0	80	75
Total	37.9	44.7	30.3	36.8	51.1	58.0	470	480

ESG

◆ 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 members of the Board of Directors, etc.

- One Outside Director added

As a result, the Board of Directors consisting of 9 Directors include 3 Outside Directors

◆ August 2019

NCC was selected as one of the 50 candidates among all listed companies of the Corporate Value Improvement Award hosted by the Tokyo Stock Exchange for the second consecutive year.

◆ September 2019

NCC was selected as an inclusion in the Dow Jones Sustainability Asia Pacific Index for the second consecutive year

◆ December 2019

Published “Integrated Reports 2019” https://www.nissanchem.co.jp/eng/ir_info/archive/ar/ar2019.pdf

◆ February 2020

NCC was listed for the first time on Water Security “A List” as a company with excellent sustainable water resource management by CDP

◆ June 2020

NCC was selected as an inclusion in the S&P/JPX Carbon Efficient Index for the second consecutive year

NCC was selected as a constituent of FTSE4Good Index Series and FTSE Blossom Japan Index

◆ August 2020

NCC announced its support for recommendations of Task Force on Climate-related Financial Disclosures (TCFD)

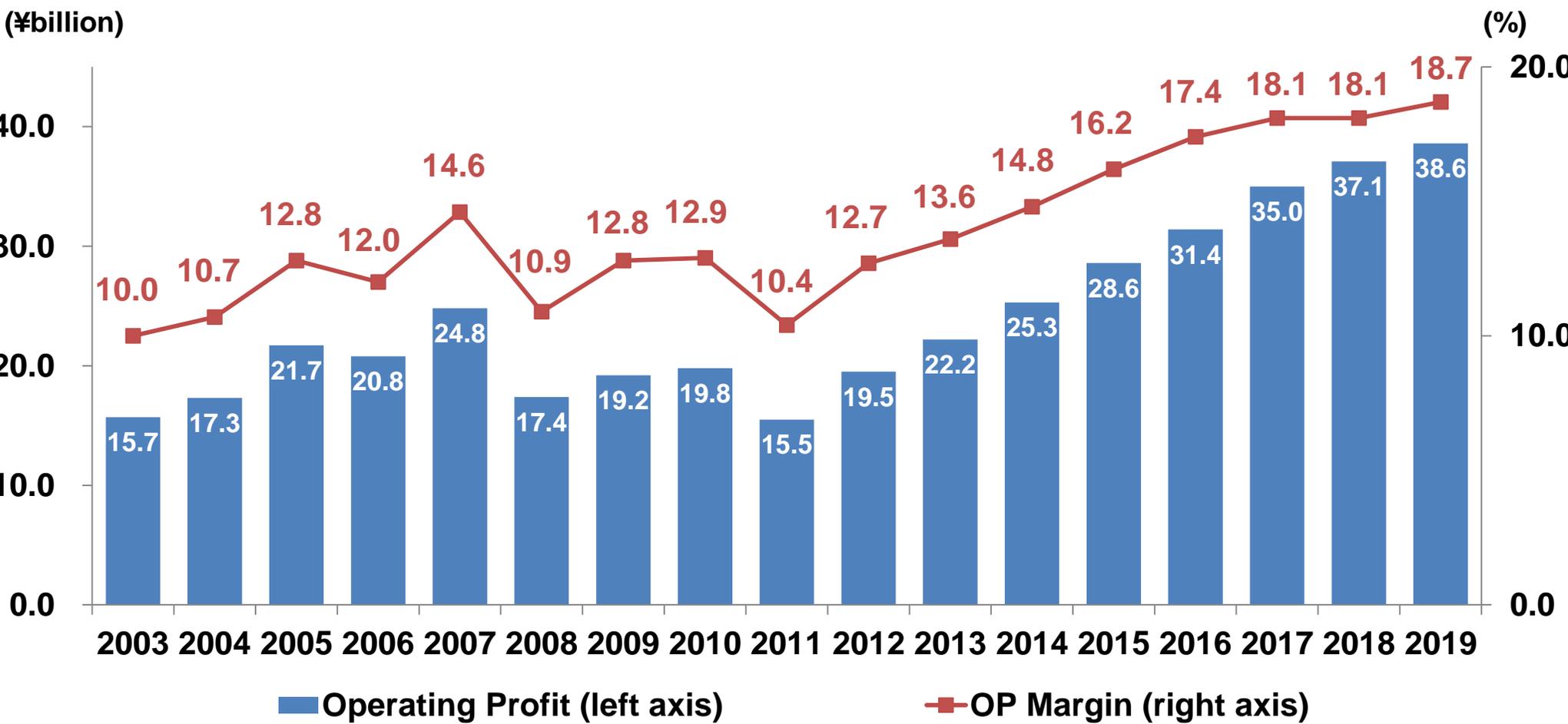
◆ October 2020

NCC won the 2020 Awards for Excellence in Corporate Disclosure in the chemicals and fiber sector, selected by Securities Analysts Association of Japan (SAAJ)

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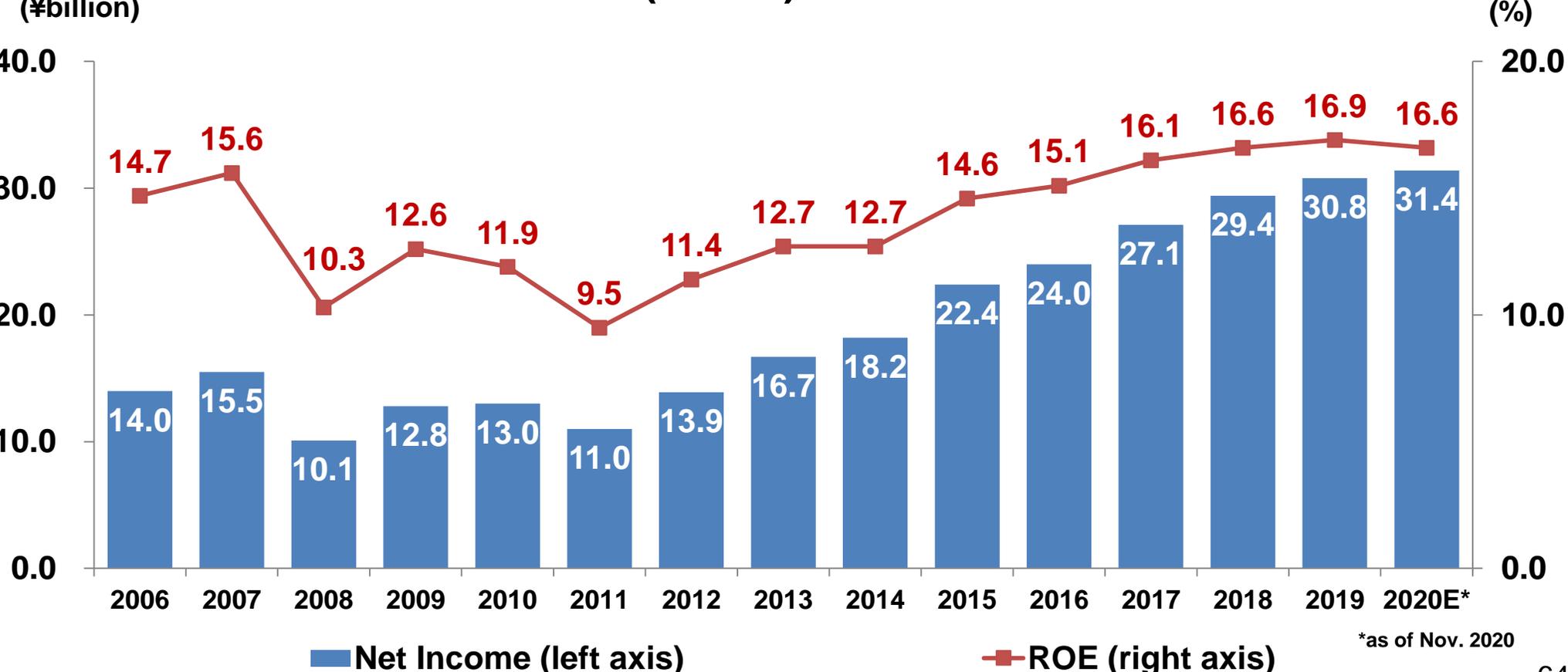
Our Characteristics - (A) Recording Stable OP Margin

◆ NCC has recorded more than 10% OP margin in 17 consecutive years (FY2003-2019)



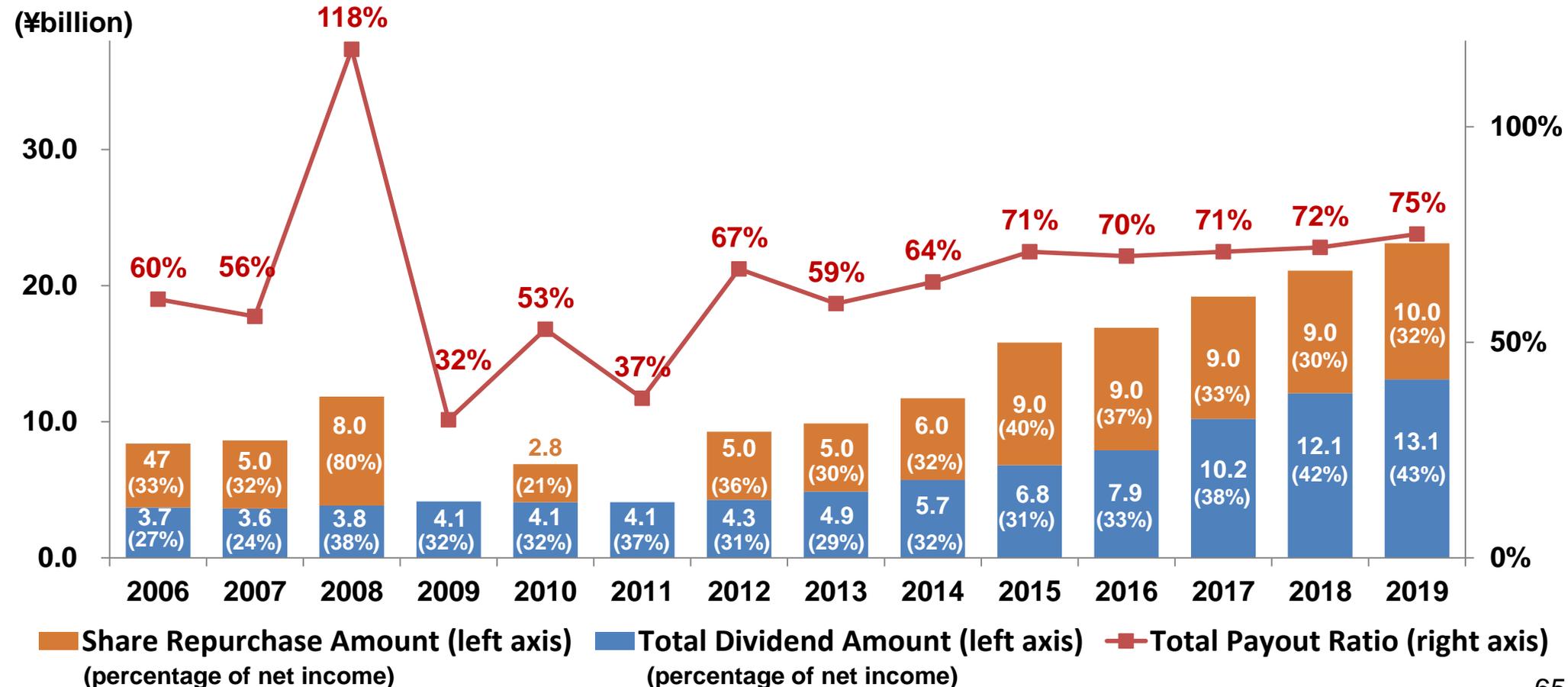
Our Characteristics - (B) High ROE

- ◆ The most important financial indicator for a long time
- ◆ Mid-Term Plan FY2016-2018 Target : Maintain above 14%
⇒ Achieved in FY2016, 2017 and 2018
- ◆ New Mid-Term Plan FY2019-2021 Target : Maintain above 16%
⇒ Achieved in FY2019 (16.9%)



Our Characteristics - (C) Shareholders Return Policy - Total Payout Ratio

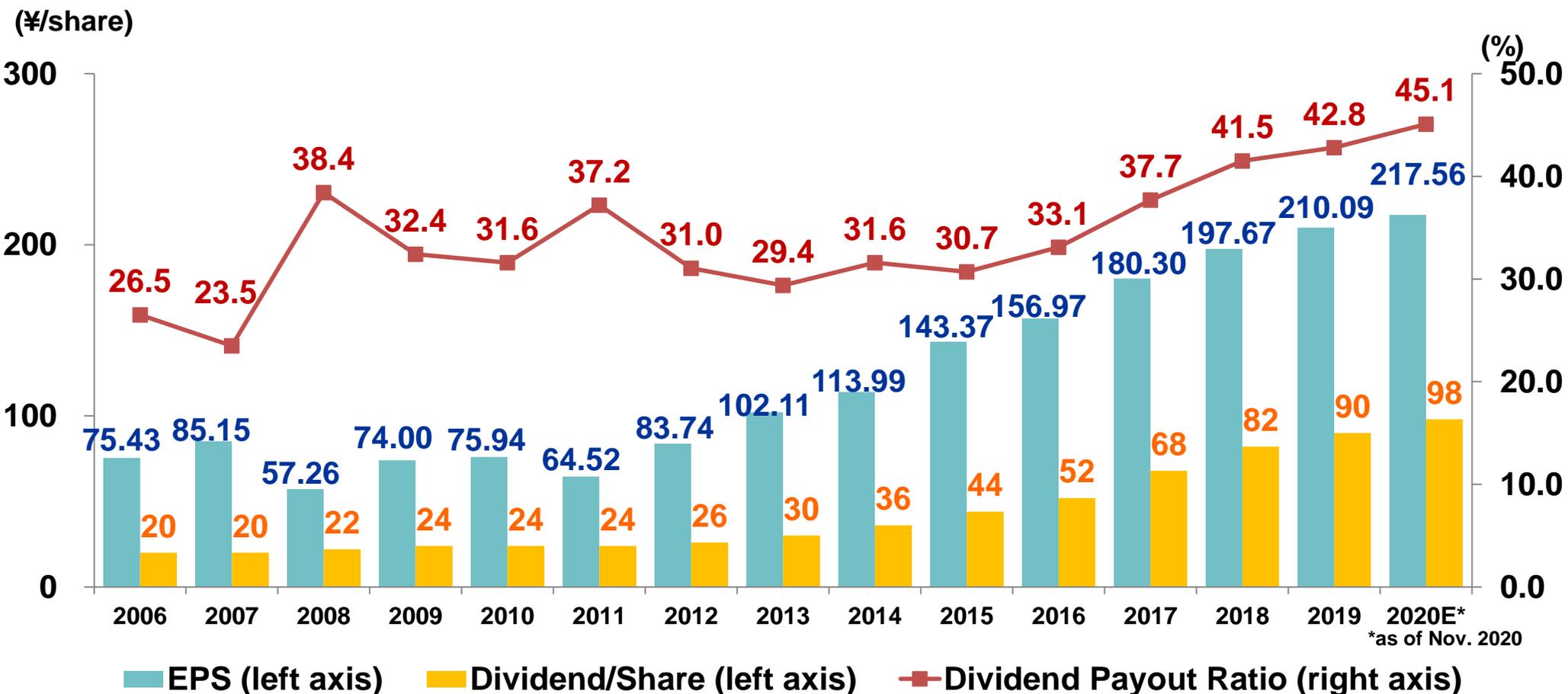
- ◆ Maintaining an aggressive shareholders return policy
- ◆ Mid-Term Plan FY2016-2018 Target : Maintain 70% total payout ratio
⇒ Achieved in FY2016, 2017 and 2018
- ◆ New Mid-Term Plan FY2019-2021 Target : 72.5% in FY2019, 75% in FY2020-2021
⇒ Achieved in FY2019 (75.1%)



Our Characteristics - (D) Shareholders Return Policy - Dividend

◆ Mid-Term Plan FY2016-2018 Target : Gradually increased to 41.5% in FY2018
 ⇒ Achieved in FY2018 (41.5%)

◆ New Mid-Term Plan FY2019-2021 Target : 42.5% in FY2019, 45% in FY2020-2021
 ⇒ Achieved in FY2019 (42.8%)



Our Characteristics - (E) Shareholders Return Policy - Share Repurchase

- ◆ Started share repurchase in 2006 only to enhance ROE
- ◆ Repurchased ¥82.5 billion, 40.9 million shares (21.8% of shares issued) in total from FY2006 to FY2019
- ◆ **Cancelled all repurchased shares**

Shareholders Return FY2006 - 2019

(1) excluding share acquisitions for performance-based compensation (166,200 shares)
 (2) including share acquisitions for performance-based compensation (166,200 shares)

Fiscal year	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Total
Shares purchased (1) (thousand shares)	3,500	3,399	7,355	0	2,167	0	6,372	3,263	2,764	3,333	2,621	2,292	1,682	2,138	40,886
Purchase costs (1) (¥billion)	4.7	5.0	8.0	0.0	2.8	0.0	5.0	5.0	6.0	9.0	9.0	9.0	9.0	10.0	82.5
Shares cancelled (thousand shares)	3,000	3,635	7,000	0	3,000	0	6,000	4,000	3,000	2,000	2,000	3,000	2,000	3,000	41,635
Shares issued at FY end (million shares)	185	181	174	174	171	171	165	161	158	156	154	151	149	146	
Treasury shares at FY end (2) (thousand shares)	1,367	1,233	1,660	1,709	885	886	1,258	522	287	1,621	2,242	1,535	1,218	523	

◆ Share repurchase program

Fiscal Year	2017			2018			2019			2020
	1H	2H	Total	1H	2H	Total	1H	2H	Total	From May 18, 2020 to July 28, 2020
Shares purchased (thousand shares) (1)	1,304	988	2,292	976	706	1,682	1,270	868	2,138	1,334
Purchase costs (¥billion) (1)	5.0	4.0	9.0	5.0	4.0	9.0	6.0	4.0	10.0	7.0
Shares cancelled (thousand shares)	3,000	0	3,000	2,000	0	2,000	2,000	1,000	3,000	1,000 (Aug 31, 2020)

◆ Cash Management Policy

Aiming to control cash balance around the level of

= Minimum required level

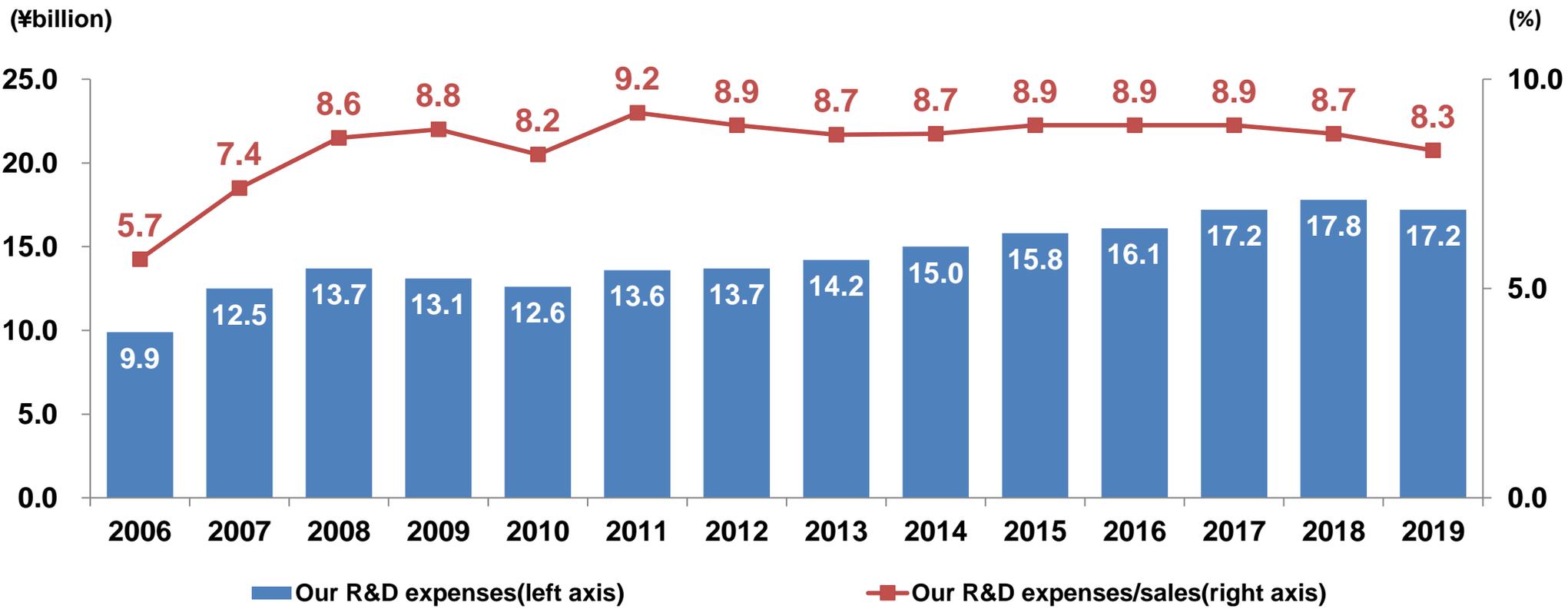
+ 1/3 of annual scheduled long-term borrowings repayment

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

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Our Characteristics- (F-1) R&D Oriented Chemical Company

- ◆ FY2019 R&D expenses/sales: 8.3%
- ◆ Maintaining above 8% R&D expenses/sales in recent years
- ◆ About 40% of profession staff assigned to R&D centers

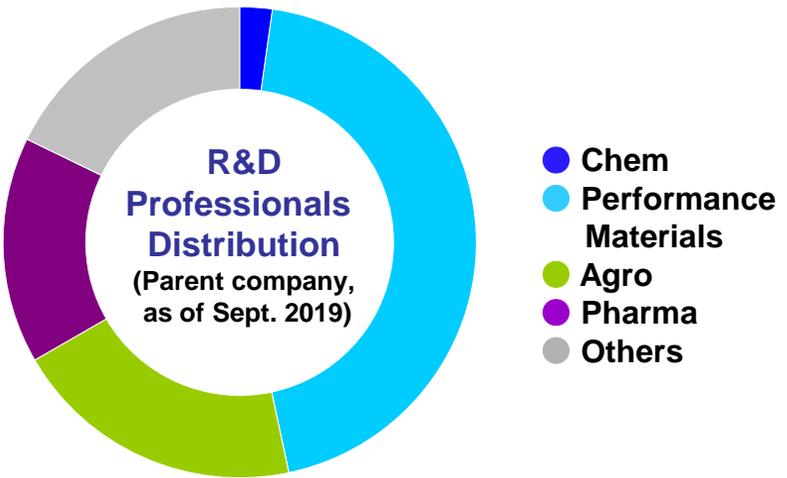
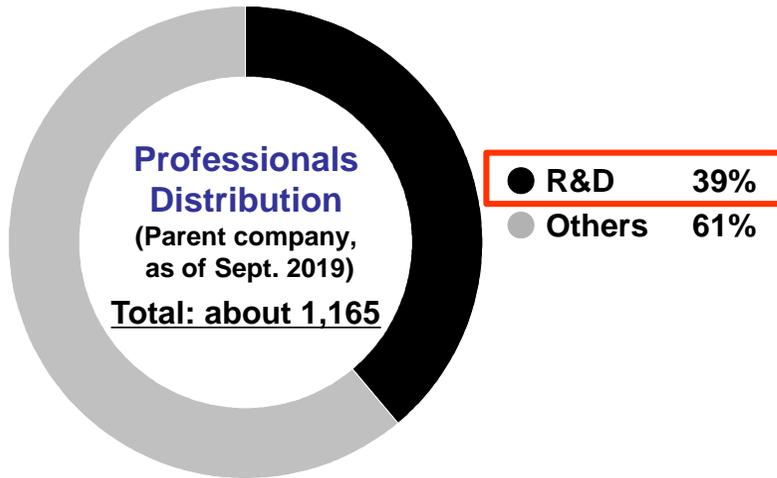


Our Characteristics- (F-2) R&D Oriented Chemical Company

◆ R&D by segment

Segment	FY2019 Actual				
	Sales (¥billion)	OP* (¥billion)	OP margin	R&D expenses (¥billion)	% of Sales
Chemicals	34.3	1.3	3.8%	0.4	1.2%
Performance Materials	65.5	17.0	26.0%	7.7	11.8%
Agrochemicals	64.0	19.3	30.2%	4.6	7.2%
Pharmaceuticals	7.0	0.9	12.9%	2.5	35.7%
Others	-	-	-	2.0	-
Total (including others and adjustment)	206.8	38.6	18.7%	17.2	8.3%

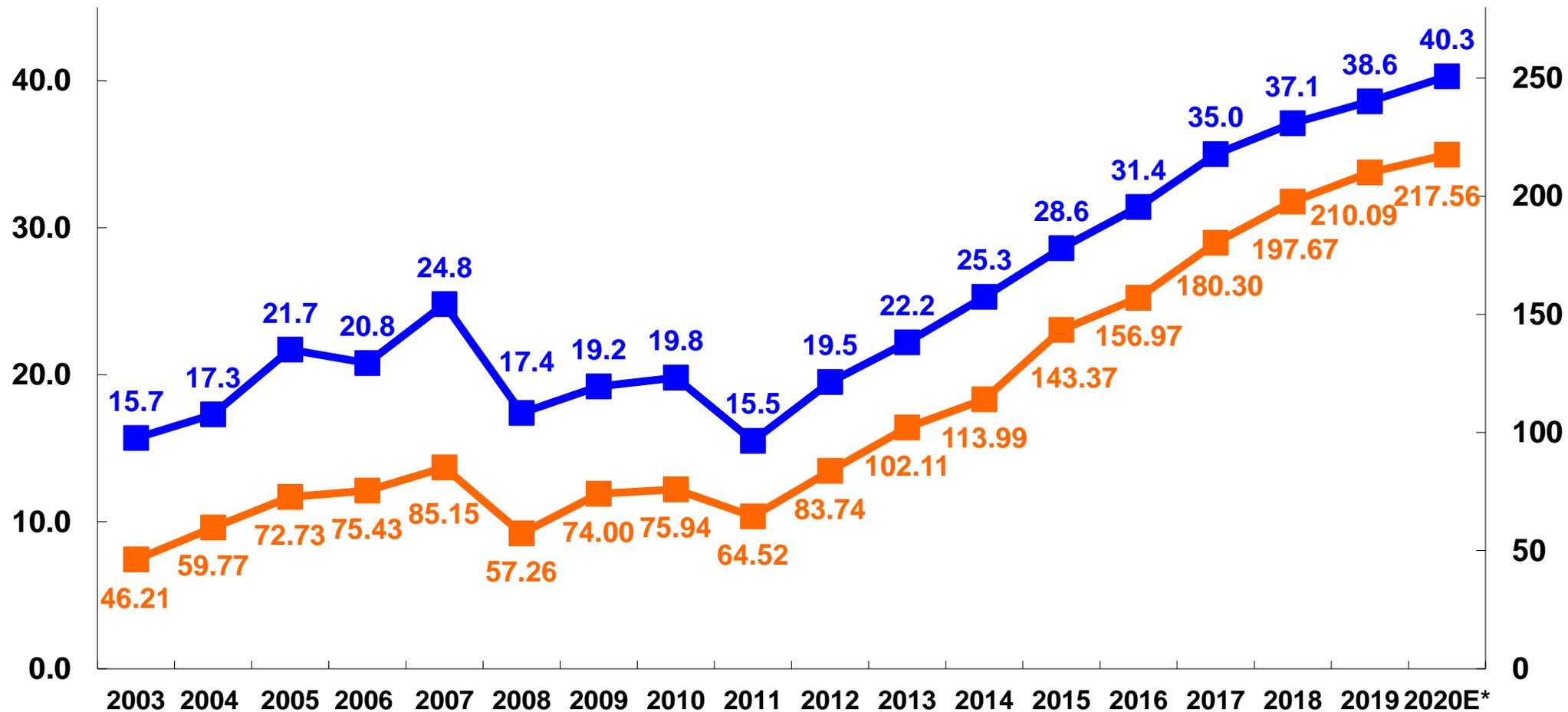
*New method, see p14



Long-term Financial Performance Trend

OP
(¥billion)

EPS
(¥/share)



*as of Nov. 2020

Long Term Financial Performance Trend

(¥billion)

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020E*
Sales	155.9	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	209.5
Operating Profit	15.7	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	40.3
Ordinary Income	14.6	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	41.1
Net Income	8.7	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	31.4
EBITDA	26.1	26.9	31.6	30.5	34.5	27.6	30.1	30.2	25.9	29.0	30.8	33.8	38.3	40.3	45.5	48.0	49.2	50.7
OP Margin	10.0%	10.7%	12.8%	12.0%	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%	19.2%
ROE	13.4%	15.2%	16.1%	14.7%	15.6%	10.3%	12.6%	11.9%	9.5%	11.4%	12.7%	12.7%	14.6%	15.1%	16.1%	16.6%	16.9%	16.6%
EPS(¥/share)	46.21	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	217.56
Dividend(¥/share)	11	11	15	20	20	22	24	24	24	26	30	36	44	52	68	82	90	98
Dividend Payout Ratio	23.8%	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%	45.1%
Share 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	7.0
Total Assets	172.6	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	-
Net Assets	70.4	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	-
Cash	5.9	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	-
Liabilities with Interest	57.4	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	-
Equity Ratio	40.1%	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%	-
Capex	6.6	6.6	9.2	12.1	10.9	13.9	10.1	9.6	8.3	8.1	8.8	9.8	10.2	14.3	13.7	9.9	15.7	11.1
Depreciation	10.4	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
R&D Expenses	8.7	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	16.8
R&D Expenses/Sales	5.6%	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%	8.0%

*as of Nov. 2020

FY2016 - 2Q FY2020 Quarterly Sales by Segment (1)(2)(3)

(¥billion)

	FY2016 Actual					FY2017 Actual					FY2018 Actual					FY2019 Actual					FY2020 Actual	
	1Q	2Q	3Q	4Q	Total	1Q	2Q	3Q	4Q	Total	1Q	2Q	3Q	4Q	Total	1Q	2Q	3Q	4Q	Total	1Q	2Q
Chem	8.5	8.0	9.1	9.2	34.8	8.8	7.9	9.2	9.0	34.9	8.7	8.3	9.6	9.1	35.7	8.4	8.4	8.7	8.8	34.3	7.4	7.3
Fine	2.8	2.5	2.7	2.7	10.7	2.8	2.5	2.8	2.5	10.6	2.7	2.4	2.6	2.7	10.4	2.6	2.6	2.6	2.7	10.5	2.7	2.7
Basic	5.7	5.5	6.4	6.5	24.1	6.0	5.4	6.4	6.5	24.3	6.0	5.9	7.0	6.4	25.3	5.8	5.8	6.1	6.1	23.8	4.7	4.6
P.M	12.6	12.9	13.8	13.5	52.8	14.1	15.0	15.1	14.6	58.8	15.6	16.4	16.6	14.4	63.0	15.1	16.3	17.0	17.1	65.5	17.1	17.5
Agro	14.5	9.5	4.2	23.8	52.0	14.6	11.5	6.4	25.6	58.1	16.4	12.3	5.9	28.1	62.7	14.7	13.2	5.5	30.6	64.0	14.6	11.1
Pharma	2.2	1.5	2.4	1.9	8.0	2.1	1.4	2.3	1.7	7.5	1.8	1.9	1.9	1.4	7.0	1.9	1.5	1.6	2.0	7.0	1.5	1.5
D.D	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1.4	0.7	0.9	1.0	4.1	0.7	0.8
C.C	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.5	0.8	0.6	1.0	2.9	0.8	0.7
Trading	14.4	13.2	13.7	13.9	55.2	14.6	14.5	15.9	14.5	59.5	17.8	15.6	18.1	16.4	67.9	17.5	15.8	17.5	17.1	67.9	18.2	15.5
Others	4.0	4.6	5.8	9.6	24.0	5.4	4.3	4.6	7.2	21.5	4.6	5.9	7.2	6.9	24.6	4.9	4.9	5.1	7.5	22.4	4.8	4.6
Adj.	-11.1	-10.3	-11.4	-13.7	-46.5	-12.2	-11.0	-11.8	-11.9	-46.9	-14.0	-13.3	-15.4	-13.3	-56.0	-13.8	-12.3	-13.9	-14.3	-54.3	-14.3	-12.3
Total	45.1	39.4	37.6	58.2	180.3	47.4	43.6	41.7	60.7	193.4	50.9	47.1	43.9	63.0	204.9	48.7	47.8	41.5	68.8	206.8	49.3	45.2

(1) Including inter-segment sales/transfers

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

(3) In FY2020, FINEOXCOL (FO, cosmetic raw materials) was transferred from Basic Chemicals to Fine Chemicals

FY2016 - 2Q FY2020 Quarterly OP by Segment (1)(2)

(¥billion)

	FY2016 Actual					FY2017 Actual					FY2018 Actual					FY2019 Actual					FY2020 Actual	
	1Q	2Q	3Q	4Q	Total	1Q	2Q	3Q	4Q	Total	1Q	2Q	3Q	4Q	Total	1Q	2Q	3Q	4Q	Total	1Q	2Q
Chem	1.5	-0.2	1.3	1.2	3.8	1.5	-0.2	1.2	0.9	3.4	1.6	-0.4	1.0	0.8	3.0	0.9	-0.6	0.5	0.5	1.3	0.7	-0.8
P.M	3.0	3.2	3.8	2.5	12.5	3.6	4.1	4.0	2.5	14.2	3.9	4.2	4.3	2.6	15.0	4.0	4.4	4.7	3.9	17.0	5.3	5.4
Agro	4.5	2.4	-2.0	8.3	13.2	4.5	3.6	-0.6	8.9	16.4	5.1	4.7	-1.3	9.9	18.4	4.5	4.9	-1.8	11.7	19.3	4.0	3.8
Pharma	0.6	0.0	0.8	0.3	1.7	0.5	0.0	0.6	0.1	1.2	0.3	0.3	0.4	0.0	1.0	0.4	0.1	0.1	0.3	0.9	-0.1	0.1
D.D	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.2	-0.2	-0.2	0.0	-0.1	-0.2	-0.1
C.C	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.2	0.3	0.2	0.4	1.1	0.2	0.2
Trading	0.4	0.4	0.5	0.4	1.7	0.4	0.5	0.5	0.4	1.8	0.6	0.5	0.6	0.3	2.0	0.5	0.5	0.6	0.5	2.1	0.7	0.5
Others	0.0	0.0	0.2	0.8	1.0	0.1	0.1	0.1	0.3	0.6	0.1	0.1	0.2	0.5	0.9	0.1	0.0	0.1	0.5	0.7	0.0	0.0
Adj.	-0.5	-0.6	-0.6	-0.8	-2.5	-0.6	-0.8	-0.7	-0.5	-2.6	-0.9	-0.7	-0.8	-0.8	-3.2	-1.1	-0.6	-0.8	-0.2	-2.7	-0.8	-0.8
Total	9.5	5.2	4.0	12.7	31.4	10.0	7.3	5.1	12.6	35.0	10.7	8.7	4.4	13.3	37.1	9.3	8.7	3.4	17.2	38.6	9.8	8.2

(1) FY2019-2020 : New OP method (see p14)

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

Sales and OP by Segment (1)(2)(3)

<Sales (A)>

(¥billion)

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020E*	*as of Nov. 2020
Chem	38.1	36.9	34.5	35.5	34.3	34.3	34.8	34.9	35.7	34.3	31.7	
P.M	38.0	34.0	37.4	42.8	49.4	51.8	52.8	58.8	63.0	65.5	69.8	
Agro	34.4	33.8	35.4	39.1	45.7	47.5	52.0	58.1	62.7	64.0	64.6	
Pharma	9.6	10.0	12.7	11.6	8.8	8.7	8.0	7.5	7.0	7.0	6.8	
Trading	44.1	44.8	46.6	50.7	54.4	55.6	55.2	59.5	67.9	67.9	69.1	
Others	27.0	20.0	21.2	21.4	20.9	20.9	24.0	21.5	24.6	22.4	23.4	
Adj.	-37.0	-30.9	-34.0	-37.4	-42.3	-41.9	-46.5	-46.9	-56.0	-54.3	-55.9	
Total	154.2	148.6	153.8	163.7	171.2	176.9	180.3	193.4	204.9	206.8	209.5	

<Segment Assets (D)>

<OP (B)>

Chem	2.4	1.6	1.9	1.9	1.9	3.9	3.8	3.4	3.0	1.3	1.2
P.M	7.9	4.8	7.2	8.8	12.0	12.0	12.5	14.2	15.0	17.0	20.6
Agro	4.8	4.4	5.0	6.2	9.2	10.8	13.2	16.4	18.4	19.3	18.7
Pharma	4.4	4.6	5.2	4.9	2.3	2.0	1.7	1.2	1.0	0.9	0.6
Trading	1.4	1.3	1.4	1.5	1.7	1.8	1.7	1.8	2.0	2.1	2.1
Others	1.0	0.3	0.7	0.8	0.6	0.5	1.0	0.6	0.9	0.7	0.6
Adj.	-2.1	-1.5	-1.9	-1.9	-2.4	-2.4	-2.5	-2.6	-3.2	-2.7	-3.5
Total	19.8	15.5	19.5	22.2	25.3	28.6	31.4	35.0	37.1	38.6	40.3

FY2019
27.7
50.2
73.9
10.6
25.2
12.0
49.9
249.5

<OP Margin (C)=(B)/(A)>

Chem	6.3%	4.3%	5.5%	5.4%	5.5%	11.4%	10.9%	9.7%	8.4%	3.8%	3.8%
P.M	20.8%	14.1%	19.3%	20.6%	24.3%	23.2%	23.7%	24.1%	23.8%	26.0%	29.5%
Agro	14.0%	13.0%	14.1%	15.9%	20.1%	22.7%	25.4%	28.2%	29.3%	30.2%	28.9%
Pharma	45.8%	46.0%	40.9%	42.2%	26.1%	23.0%	21.3%	16.0%	14.3%	12.9%	8.8%
Trading	3.2%	2.9%	3.0%	3.0%	3.1%	3.2%	3.1%	3.0%	2.9%	3.1%	3.0%
Others	3.7%	1.5%	3.3%	3.7%	2.9%	2.4%	4.2%	2.8%	3.7%	3.1%	2.6%
Adj.	12.9%	10.4%	12.7%	13.6%	14.8%	16.2%	17.4%	18.1%	18.1%	18.7%	19.2%

<ROA (E)=(B)/(D)>

4.7%
33.9%
26.1%
8.5%
8.3%
5.8%
15.5%

(1) FY2010-2011 : Former Segmentation, FY2012- : New Segmentation

(2) Including inter-segment sales/transfers

(3) FY2019-2020 : New OP method (see p14)

Main Products by Segment

Segment	Products	Main Applications
Chem	◆ Fine Chemicals TEPIC Melamine cyanurate Environmental product	epoxy compound for LED sealants, solder resist, painting flame retardant HI-LITE (chlorinated isocyanuric acid for sterilizing)
	◆ Basic Chemicals Melamine AdBlue High purity Sulfuric acid Ammonia, Sulfuric acid, Nitric acid	adhesive agent for plywood solution of urea in demineralised water for diesel trucks to reduce NOx agents used for cleaning semiconductors
Performance Materials	◆ Electronic Materials SUNEVER ARC® OptiStack® NHC OPTIFOCUS ELSOURCE	LCD alignment coating bottom anti-reflective coating for semiconductors multi layer process material for semiconductors (Si-HM/SOC) *ARC® and OptiStack® are registered trade mark of Brewer Science, Inc. protective coating for touch panel microlens material for image sensor application hole injection layer materials for OLED
	◆ Inorganic Materials SNOWTEX Organo silica sol Monomer sol Alumina sol SUNCOLLOID CELNAX Oilfield materials	water dispersed colloidal silica sol for polishing silicon wafers, special steel sheets film coating, antistatic interference shielding, electronic printing materials resin additive automotive catalyst, electronic printing materials high refractive sol for lens antistatic sol for film for enhancing oil recovery
Agro	◆ Herbicide TARGA PERMIT SIRIUS, ALTAIR ROUNDUP ◆ Insecticide STARMITE, SANMITE, MITOKOHNE GRACIA ◆ Fungicide LEIMAY/ORACLE PULSOR, IKARUGA, GREATAM (THIFLUZAMIDE) QUINTEC (QUINOXYFEN) ◆ Animal health products Fluralaner	soybean, rapeseed, sugarbeet corn, sugarcane, rice paddy rice non-selective herbicide for orchard, noncrop land fruits, tea, vegetables vegetables, tea vegetables, potato, fruits potato, grape, turf fruits, vegetables active substance of BRAVECTO (veterinary medical product for dogs and cats) and EXZOLT (for poultry red mites)
Pharma	LIVALO API Custom Chemicals	anti-cholesterol drug custom manufacturing and process researching services for pharmaceutical companies
Trading	Nissei Corporation	
Others	Transportation, Landscaping, Engineering, Fertilizer	

Forward Looking Statements

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.

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