

November 11, 2021

Presentation for Investors

2Q FY2021 (April 1- September 30, 2021)

Financial Results

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Translation of presentation materials for the conference call held on November 11, 2021



Nissan Chemical
CORPORATION

**Institutional
Investor**
2021 JAPAN EXECUTIVE TEAM
MOST HONORED COMPANY
NISSAN CHEMICAL CORPORATION

Changes in Accounting Policies (some figures updated since August 2021)

1. Changes in accounting policies:

Adoption of the Accounting Standard for the Revenue Recognition (ASBJ Statement No.29)

2. Timing of adoption: April 1, 2021 (From FY2021)

3. Major effects on PL, BS due to the changes:

A. Agent transactions

(Mainly effected segments) Chemicals, Agrochemicals, Trading
 (Before adoption) Sales = gross amount from the customer, Sales expenses = amount paid to the supplier
 (After adoption) Sales = gross amount from the customer - amount paid to the supplier
 (Estimated impact on FY2021 PL Outlook as of November 2021)
 Sales and sales expenses down ¥20.5 billion (¥44.6 billion as of May 2021), only deducted from Sales of Adjustment segment
 No impact on Operating Profit

B. Royalties based on sales amount

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

(Mainly effected segments) Agrochemicals (Fluralaner running royalties)

	MSD* sales	Jan. - March	April - June	July - Sept.	Oct. -Dec.
Before adoption (until FY2020)	NCC Royalties	August (2Q)		February (following year) (4Q)	
After adoption (from FY2021)		May (1Q)	August (2Q)	November (3Q)	February (following year) (4Q)

C. Sales discount subject to change at the selling timing

(Mainly effected segments) Agrochemicals
 (Before adoption) Recognized when discount is finally fixed
 (After adoption) Recognized corresponding to sales period based on reasonable estimation
 (Estimated impact on FY2021 BS)

The cumulative effect (¥1.5 billion)(after reflecting tax effect) of retroactively applying (C) is deducted from the beginning FY2021 retained earnings (BS item)

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

		Sales discount
Before adoption	FY2020	AY2020* (Oct. 2019 - Sept. 2020)
After adoption	FY2020	AY2020* (Oct. 2019 - Sept. 2020) + (October 2020 - March 2021) = ¥1.5 billion
	FY2021	April 2021 - March 2022

AY2020* = Agrochemical Year (from Oct. 2019 to Sept. 2020)

1H FY2021 Actual Highlight

1. vs. 1H FY2020 Actual

- ◆ **OP up ¥3.3 billion (+19%) (1H FY2021 Actual ¥21.3 billion vs. 1H FY2020 Actual ¥18.0 billion)**
 - Chemicals OP up due to sales increase in melamine, TEPIC and environmental related products
 - Performance Materials OP up due to substantial sales increase in Display Materials and Semis Materials
 - Agro OP down due to changes in accounting policies (Argo's sales discount cost increase), sales decrease of ALTAIR and GRACIA, Fluralaner shipment decrease and fixed cost up despite Fluralaner royalties increase
 - Pharma OP up due to Custom Chemicals sales increase, while LIVALO sales decrease
- ◆ **Net Income up ¥2.4 billion (+17%) (1H FY2021 Actual ¥16.3 billion vs. 1H FY2020 Actual ¥13.9 billion)**
- ◆ **OP, Ordinary Income and Net Income renewed the highest results since 1H FY2018**

2. vs. 1H FY2021 Outlook as of May 2021

- ◆ **OP above target ¥3.6 billion (1H FY2021 Actual ¥21.3 billion vs. 1H FY2021 Outlook ¥17.7 billion)**
 - Chemicals OP above target due to sales above target mainly in melamine and TEPIC
 - Performance Materials OP above target due to sales above target in Display Materials and Semis Materials
 - Agro OP above target due to Fluralaner royalties above target and fixed cost below target
 - Pharma OP above target due to LIVALO above target
- ◆ **Net Income above target ¥2.3 billion (1H FY2021 Actual ¥16.3 billion vs. 1H FY2021 Outlook ¥14.0 billion)**

2H FY2021 Outlook Highlight

1. vs. 2H FY2020 Actual

◆ **OP up ¥1.6 billion (+6%) (2H FY2021 Outlook ¥26.1 billion vs. 2H FY2020 Actual ¥24.5 billion)**

- Chemicals OP up due to sales increase in melamine and environmental related products
- Performance Materials OP up due to sales increase in Display Materials and Semis Materials
- Agro OP up due to changes in accounting policies (Argo's sales discount cost decrease) and sales increase in Fluralaner and DITHANE
- Pharma OP down due to sales decrease in LIVALO and Custom Chemicals

◆ **Net Income up ¥0.5 billion (+3%) (2H FY2021 Outlook ¥20.1 billion vs. 2H FY2020 Actual ¥19.6 billion)**

2. vs. 2H FY2021 Outlook as of May 2021

◆ **OP above target ¥0.2 billion (2H FY2021 Outlook as of Nov. ¥26.1 billion vs. 2H FY2021 Outlook as of May ¥25.9 billion)**

- Chemicals OP above target due to sales above target mainly in melamine and TEPIC, inventory adjustment cost below expectations, while feedstock and raw materials cost above expectations
- Performance Materials OP above target due to sales increase in Display Materials and Semis Materials
- Agro OP below target due to sales below target mainly in GRACIA and ALTAIR, despite Fluralaner increase
- Pharma OP below target due to LIVALO sales below target

◆ **Net Income in line with target (2H FY2021 Outlook as of Nov. ¥20.1 billion vs. 2H FY2021 Outlook as of May ¥20.1 billion)**

Full Year FY2021 Outlook Highlight

1. vs. Full Year FY2020 Actual

- ◆ **OP up ¥4.9 billion (+11%) (FY2021 Outlook as of Nov. ¥47.4 billion vs. FY2020 Actual ¥42.5 billion)**
 - Chemicals OP up due to sales increase in melamine, TEPIC and environmental related products
 - Performance Materials OP up due to sales increase in Display Materials and Semis Materials
 - Agro OP flat due to fixed cost up and sales decrease in GRACIA and ALTAIR
 - Pharma OP up due to Custom Chemicals sales increase and inventory adjustment cost down, while LIVALO sales decrease
- ◆ **Net Income up ¥2.9 billion (+9%) (FY2021 Outlook as of Nov. ¥36.4 billion vs. FY2020 Actual ¥33.5 billion)**
- ◆ **Despite COVID-19, OP and Ordinary Income expected to renew the highest results of a full year in 8 consecutive years, and Net Income expected to renew the annual highest results in 9 consecutive years**
- ◆ **ROE 18.1% (first time in the 18% range), higher than FY2020 Actual 17.5%, FY2021 Outlook as of May 2021 17.0%, Mid-term Plan target 16%**

2. vs. Full Year FY2021 Outlook as of May 2021

- ◆ **OP above target ¥3.8 billion (FY2021 Outlook as of Nov. ¥47.4 billion vs. FY2021 Outlook as of May ¥43.6 billion)**
 - Chemicals OP above target due to sales above target mainly in melamine and TEPIC, inventory adjustment cost below expectations, while feedstock and raw materials cost above expectations
 - Performance Materials OP above target due to sales above target in Display Materials and Semis Materials
 - Agro OP above target due to Fluralaner sales above target and inventory adjustment cost below expectations
 - Pharma OP above target due to LIVALO sales above target
- ◆ **Net Income above target ¥2.3 billion (FY2021 Outlook as of Nov. ¥36.4 billion vs. Outlook as of May ¥34.1 billion)**

3. vs. Mid-term Plan announced in May 2019 (see p50, 52)

- ◆ **Despite COVID-19, OP above target ¥4.4 billion, Ordinary Income above target ¥4.8 billion, and Net Income above target ¥3.4 billion (Mid-term Plan: OP ¥43.0 billion, Ordinary Income ¥44.0 billion, Net Income ¥33.0 billion)**

4. Shareholders Return

- ◆ **Annual dividend up ¥10 (FY2021 Outlook as of Nov. ¥114 =1H 50 + 2H 64 vs. FY2020 Actual ¥104 =1H 46 + 2H 58), up ¥6 vs. FY2021 Outlook as of May ¥108 = 1H 48 + 2H 60, dividend payout ratio 44.7% vs. FY2020 Actual 44.9%**
- ◆ **As a result, dividend increasing in 10 consecutive years**
- ◆ **Completed a ¥7.0 billion share repurchase program in July 2021**
- ◆ **Total payout ratio target 75% (expected to be 64% only taking into account of ¥114/share dividend and ¥7.0 billion share repurchase program)**

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1H FY2021 PL⁽¹⁾

(¥billion)

	1H FY2020			1H FY2021			Change			Change (%)
	1Q	2Q	1H	1Q	2Q	1H	1Q	2Q	1H	1H
Sales	49.3	45.2	94.5	46.5	45.3	91.8	-2.8	+0.1	-2.7	-3%
Operating Profit	9.8	8.2	18.0	11.9	9.4	Record 21.3	+2.1	+1.2	+3.3	+19%
Non-Operating Income/Expenses	0.6	-0.4	0.2	0.4	0.5	0.9	-0.2	+0.9	+0.7	-
Ordinary Income	10.4	7.8	18.2	12.3	10.0	Record 22.3	+1.9	+2.2	+4.1	+23%
Extraordinary Income/Loss	0.0	1.1	1.1	0.0	0.0	0.0	0.0	-1.1	-1.1	-
Net Income (2)	7.6	6.3	13.9	8.8	7.5	Record 16.3	+1.2	+1.2	+2.4	+17%
EBITDA (3)	12.1	10.7	22.8	14.2	11.8	26.0	+2.1	+1.1	+3.2	+14%
EPS (¥/share)	52.38	43.58	95.96	61.73	52.21	113.94	+9.35	+8.63	+17.98	+19%
Dividend (¥/share)	-	-	46	-	-	50	-	-	+4	
Total amount of Dividend	-	-	6.6	-	-	7.1	-	-	+0.5	
OP Margin	19.9%	18.1%	19.0%	25.5%	20.9%	23.2%	+5.6%	+2.8%	+4.2%	
ROE	-	-	-	-	-	-	-	-	-	
FX Rate (¥/\$)	108	106	107	110	110	110				
Crude Oil (JCC) (\$/bbl) (4)	31	41	36	67	73	70				

1H FY2021 Outlook as of May 2021		
1Q	2Q	1H
40.0	36.5	76.5
9.8	7.9	17.7
0.4	-0.1	0.3
10.2	7.8	18.0
0.0	1.0	1.0
7.5	6.5	14.0
-	-	22.7
-	-	98.03
-	-	48
-	-	6.8
24.5%	21.6%	23.1%
-	-	-
107	107	107
55	55	55

(1) FY2021 Actual & Outlook: including effects of changes in accounting policies (see p2)

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

(3) EBITDA = Operating Profit + Depreciation and amortization

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

1H FY2021 Review

<vs. 1H FY2020>

(Sales) ◆DOWN ¥-2.7 billion (-3%)
 (Including sales decrease (¥10.9 billion) due to changes in accounting policies)

(OP) ◆UP ¥+3.3 billion (+19%)
 (Including OP decrease (¥0.9 billion) due to changes in accounting policies:
 Argo's sales discount cost increase)

(Ordinary Income) ◆UP ¥+4.1 billion (+23%)
(Extraordinary Income/Loss) ◆DOWN ¥-1.1 billion

(Net Income) ◆UP ¥+2.4 billion (+17%)

(EPS) ◆UP ¥+17.98 (+19%)

(+) Chemicals, Performance Materials, Pharmaceuticals, Trading
 (-) Agrochemicals

(+) Chemicals, Performance Materials, Pharmaceuticals
 (±) Trading
 (-) Agrochemicals

1H FY2021 Extraordinary Income +2.8
 (Gain on sales of investment securities ¥2.8 billion,
 sales amount ¥3.6 billion, sold 5 listed companies shares,
 sold 100% of our shareholdings of 1 listed company)
 Extraordinary Loss -2.8 (melamine restructuring costs,
 plant equipment removal cost of Nippon Phosphoric Acid*)
 1H FY2020 Extraordinary Income +1.1 (Gain on sales of investment securities)

*Nippon Phosphoric Acid: affiliated company (our share: 35%),
 Manufacturing and selling sulfuric acid and phosphoric acid liquid.
 In accordance with the decision to stop the production of phosphoric acid liquid,
 the company will bear the costs of removing facilities according to its investment ratio.

OP, Ordinary Income and Net Income renewed the highest results

<Shareholders Return>

(Dividend) ◆1H ¥50/share (up ¥4 vs. 1H FY2020) (up ¥2 vs. 1H FY2021 Outlook as of May 2021)
(Share Repurchase) ◆¥7.0 billion, 1.3 million shares completed in July 2021
(Cancellation of Shares) ◆2 million shares (May 2021 and August 2021)

<vs. 1H FY2021 Outlook as of May 2021>

(Sales) ◆UP ¥+15.3 billion
 (Including sales increase (¥10.6 billion) vs. expectations of changes in accounting policies
 (agent transactions))

(OP) ◆UP ¥+3.6 billion
(Ordinary Income) ◆UP ¥+4.3 billion
(Extraordinary Income/Loss) ◆DOWN ¥-1.0 billion
(Net Income) ◆UP ¥+2.3 billion
(EPS) ◆UP ¥+15.91

(+) Chemicals, Performance Materials, Agrochemicals,
 Pharmaceuticals, Trading

(+) Chemicals, Performance Materials, Agrochemicals,
 Pharmaceuticals, Trading

FY2021 Outlook (Including 3Q and 4Q Outlook) (1)

(¥billion)

	FY2020 Actual							FY2021 Outlook as of Nov. 2021							FY2021 Outlook as of May 2021					
	1Q	2Q	1H	3Q	4Q	2H	Total	1Q Actual	2Q Actual	1H Actual	3Q	4Q	2H	Total	1Q	2Q	1H	2H	Total	
Sales	49.3	45.2	94.5	43.7	70.9	114.6	209.1	46.5	45.3	91.8	46.7	67.0	113.7	205.5	40.0	36.5	76.5	96.0	172.5	
Operating Profit	9.8	8.2	18.0	5.6	18.9	24.5	42.5	11.9	9.4	21.3	9.4	16.7	26.1	Record	47.4	9.8	7.9	17.7	25.9	43.6
Non-Operating Income/Expenses	0.6	-0.4	0.2	0.2	1.0	1.2	1.4	0.4	0.5	0.9	0.4	0.1	0.5	1.4	0.4	-0.1	0.3	1.0	1.3	
Ordinary Income	10.4	7.8	18.2	5.8	19.9	25.7	43.9	12.3	10.0	22.3	9.8	16.7	26.5	Record	48.8	10.2	7.8	18.0	26.9	44.9
Extraordinary Income/Loss (2)	0.0	1.1	1.1	0.0	0.5	0.5	1.6	0.0	0.0	0.0	0.0	1.0	1.0	1.0	0.0	1.0	1.0	0.6	1.6	
Net Income (3)	7.6	6.3	13.9	4.5	15.1	19.6	33.5	8.8	7.5	16.3	8.8	11.3	20.1	Record	36.4	7.5	6.5	14.0	20.1	34.1
EBITDA (4)	12.1	10.7	22.8	8.3	21.9	30.2	53.0	14.2	11.8	26.0	-	-	31.9	57.9	-	-	22.7	32.0	54.7	
EPS (¥/share)	52.38	43.58	95.96	30.97	104.80	135.77	231.73	61.73	52.21	113.94	-	-	141.16	255.10	-	-	98.03	141.15	239.18	
Dividend (¥/share)	-	-	46	-	-	58	104	-	-	50	-	-	64	114	-	-	48	60	108	
Dividend payout ratio (%)	-	-	-	-	-	-	44.9	-	-	-	-	-	-	44.7	-	-	-	-	45.2	
Total amount of Dividend	-	-	6.6	-	-	8.4	15.0	-	-	7.1	-	-	9.1	16.2	-	-	6.8	8.6	15.4	
OP Margin	19.9%	18.1%	19.0%	12.8%	26.8%	21.4%	20.3%	25.5%	20.9%	23.2%	20.1%	24.9%	22.9%	23.1%	24.5%	21.6%	23.1%	27.0%	25.3%	
ROE	-	-	-	-	-	-	17.5%	-	-	-	-	-	-	18.1%	-	-	-	-	17.0%	
FX Rate (¥/\$)	108	106	107	105	106	105	106	110	110	110	107	107	107	108	107	107	107	107	107	
Crude Oil (JCC) (\$/bbl) (5)	31	41	36	44	56	50	43	67	73	70	-	-	75	73	55	55	55	55	55	

(1) FY2021 Actual & Outlook: including effects of changes in accounting policies (see p2)

(2) FY2021 Outlook as of Nov. 2021: ¥1.0 billion (Gain on sales of investment securities, melamine restructuring costs, plant equipment removal cost of Nippon Phosphoric Acid)

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

(4) EBITDA = Operating Profit + Depreciation and amortization

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

2H FY2021 Outlook

<vs. 2H FY2020>

(Sales) ◆DOWN ¥-0.9 billion (-1%)

(Including sales decrease (¥9.7 billion) due to changes in accounting policies)

(OP) ◆UP ¥+1.6 billion (+6%)

(Including OP increase (¥0.7 billion) due to changes in accounting policies:
Argo's sales discount cost decrease)

(Ordinary Income) ◆UP ¥+0.8 billion (+3%)

(Extraordinary Income/Loss) ◆UP ¥+0.5 billion

(Net Income) ◆UP ¥+0.5 billion (+3%)

(EPS) ◆UP ¥+5.39 (+4%)

3Q(OP) ◆UP ¥+3.8 billion (+68%)

(Including OP increase (¥3.5 billion) due to changes in accounting policies:

Fluralaner royalties increase due to changes in recognized timing and Argo's sales discount cost decrease)

4Q(OP) ◆DOWN ¥-2.2 billion (-12%)

(Including OP decrease (¥2.8 billion) due to changes in accounting policies:

Fluralaner royalties decrease due to changes in recognized timing and Argo's sales discount cost increase)

(+) Chemicals, Performance Materials, Agrochemicals, Trading
(-) Pharmaceuticals

(+) Chemicals, Performance Materials, Agrochemicals
(-) Pharmaceuticals, Trading

2H FY2021 Extraordinary Income +1.0
(Gain on sales of investment securities)

2H FY2020 Extraordinary Income +0.5
(Gain on sales of investment securities)

<vs. 2H FY2021 Outlook as of May 2021>

(Sales) ◆UP ¥+17.7 billion

(Including sales increase (¥13.5 billion) vs. expectations of changes in accounting policies
(agent transactions))

(OP) ◆UP ¥+0.2 billion

(Ordinary Income) ◆DOWN ¥-0.4 billion

(Extraordinary Income/Loss) ◆UP ¥+0.4 billion

(Net Income) ◆IN LINE

(EPS) ◆IN LINE

(+) Chemicals, Performance Materials, Trading
(-) Agrochemicals, Pharmaceuticals

(+) Chemicals, Performance Materials
(-) Agrochemicals, Pharmaceuticals, Trading

Full Year FY2021 Outlook

<vs. FY2020>

(Sales) ◆DOWN ¥-3.6 billion (-2%)
(Including sales decrease (¥20.6 billion) due to changes in accounting policies)

(OP) ◆UP ¥+4.9 billion (+11%)
(Including OP increase (¥0.2 billion) due to changes in accounting policies:
Argo's sales discount cost increase)

(Ordinary Income) ◆UP ¥+4.9 billion (+11%)
(Extraordinary Income/Loss) ◆DOWN ¥-0.6 billion

(Net Income) ◆UP ¥+2.9 billion (+9%)
(EPS) ◆UP ¥+23.37 (+10%)

OP and Ordinary Income expected to renew the highest results of a full year in 8 consecutive years.
Net Income expected to renew the highest results of a full year in 9 consecutive years.

(+) Chemicals, Performance Materials, Agrochemicals, Trading
(-) Pharmaceuticals

(+) Chemicals, Performance Materials, Pharmaceuticals
(±) Agrochemicals
(-) Trading

FY2021 Extraordinary Income/Loss +1.0 (Gain on sales of investment securities, melamine restructuring costs, plant equipment removal cost of Nippon Phosphoric Acid)
FY2020 Extraordinary Income/Loss +1.6 (Gain on sales of investment securities)

<vs. FY2021 Outlook as of May 2021>

(Sales) ◆UP ¥+33.0 billion
(Including sales increase (¥24.1 billion) vs. expectations of changes in accounting policies (agent transactions))

(OP) ◆UP ¥+3.8 billion

(Ordinary Income) ◆UP ¥+3.9 billion
(Extraordinary Income/Loss) ◆DOWN ¥-0.6 billion

(Net Income) ◆UP ¥+2.3 billion
(EPS) ◆UP ¥+15.92

(+) Chemicals, Performance Materials, Pharmaceuticals, Trading
(-) Agrochemicals

(+) Chemicals, Performance Materials, Agrochemicals, Pharmaceuticals, Trading

FY2021 Outlook as of Nov. 2021 +1.0
FY2021 Outlook as of May 2021 +1.6

<Shareholders Return>

(Dividend) ◆1H ¥50, 2H ¥64 (Dividend Payout Ratio : 44.7%)(1H up ¥4, 2H up ¥6 vs. FY2020)(1H up ¥2, 2H up ¥4 vs. FY2021 Outlook as of May 2021)
dividend increasing in 10 consecutive years

(Share Repurchase) ◆¥7.0 billion, 1.3 million shares completed in July 2021

(Cancellation of Shares) ◆2 million shares (May 2021 and August 2021)

(Total Payout Ratio Target) ◆75% (64% based on ¥114/share dividend and ¥7.0 billion share repurchase)

1H FY2021 Actual, FY2021 Outlook

Non-Operating Income/Expenses, Extraordinary Income/Loss

(¥billion)

	FY2020 Actual			FY2021 Outlook as of Nov. 2021			Change			FY2021 Outlook as of May 2021		
	1H	2H	Total	1H Actual	2H	Total	1H Actual	2H	Total	1H	2H	Total
Non-Operating Income	0.95	1.84	2.79	1.36	1.18	2.54	+0.41	-0.66	-0.25	0.92	1.75	2.67
Interest income, dividend income	0.35	0.65	1.00	0.32	0.33	0.65	-0.03	-0.32	-0.35	0.28	0.37	0.65
Equity in earnings of affiliates, Others	0.60	1.19	1.79	1.04	0.85	1.89	+0.44	-0.34	+0.10	0.64	1.38	2.02
Non-Operating Expenses	0.76	0.67	1.43	0.42	0.78	1.20	-0.34	+0.11	-0.23	0.64	0.69	1.33
Interest expense	0.05	0.02	0.07	0.05	0.03	0.08	0.00	+0.01	+0.01	0.05	0.03	0.08
Loss on disposal of non-current assets, Others	0.71	0.65	1.36	0.37	0.75	1.12	-0.34	+0.10	-0.24	0.59	0.66	1.25
Non-Operating Income/Expenses	0.19	1.17	1.36	0.94	0.40	1.34	+0.75	-0.77	-0.02	0.28	1.06	1.34

Extraordinary Income (1)	1.09	0.50	1.59	2.82	1.00	3.82	+1.73	+0.50	+2.23	1.00	0.60	1.60
Extraordinary Loss	0.00	0.00	0.00	2.79	0.00	2.79	+2.79	0.00	+2.79	0.00	0.00	0.00
Extraordinary Income/Loss	1.09	0.50	1.59	0.03	1.00	1.03	-1.06	+0.50	-0.56	1.00	0.60	1.60

(1) Gain on sales of investment securities

1H FY2021 Actual, FY2021 Outlook Cash Flows

	1H FY2020 Actual	1H FY2021 Actual	FY2020 Actual	FY2021 Outlook as of Nov. 2021	FY2021 Outlook as of May 2021	(¥billion)
CF from operating activities	33.6	33.8	39.9	39.3	40.7	
Income before income taxes & non-controlling interests	19.3	22.3	45.5	49.8	45.8	
Extraordinary loss (income)	-1.1	0.0	-1.6	-1.0	-1.6	
Depreciation & Amortization (1)	4.8	4.7	10.4	10.5	11.1	
Income taxes paid	-6.6	-7.4	-11.1	-13.2	-12.3	
Working capital, others	17.2	14.2	-3.3	-6.8	-2.3	
CF from investing activities	-2.5	-6.1	-12.8	-13.8	-18.1	
Purchase of PPE	-4.0	-5.3	-8.2	-13.4	-16.1	
Purchase and sales of investment securities	1.5	3.4	2.9	4.6	1.9	
Others (2)	0.0	-4.2	-7.5	-5.0	-3.9	
CF from financing activities	-32.8	-31.6	-25.6	-26.5	-27.4	
Payout to shareholders (dividend)	-7.0	-8.3	-13.6	-26.4	-25.7	
Payout to shareholders (share repurchase)	-7.0	-7.0	-10.0			
Borrowings	-18.8	-16.2	-2.0	0.0	-1.7	
Others	0.0	-0.1	0.0	-0.1	0.0	
Effect of exchange rate change on cash & cash equivalents	0.0	-0.1	0.3	-0.1	0.0	
Change in cash & cash equivalents	-1.7	-4.0	1.8	-1.1	-4.8	
Increase in cash and cash equivalents resulting from inclusion of subsidiaries in consolidation	0.0	0.0	0.0	0.9	0.0	
Cash & cash equivalents at end of period	28.9	28.4	32.4	32.2	27.6	

(1) Including amortization of goodwill

(2) FY2020 Actual: Payments for acquisition of DITHANE -5.4, Others -2.1

FY2021 Outlook: Payments of long-term loans receivable to NBR* -3.3, Others -1.7

*NBR: Nissan Bharat Rasayan Private Limited (see p35)

Balance Sheets

(¥billion)

	2020/9	2021/3 (A)	2021/9 (B)	Change (B)-(A)
Current assets	132.1	159.6	142.3	-17.3
Cash	28.9	32.4	28.4	-4.0
Accounts receivable	49.1	73.9	55.8	-18.1
Inventories	49.2	46.7	52.0	+5.3
Others	4.9	6.6	6.1	-0.5
Fixed assets	97.1	105.9	105.1	-0.8
Total PPE	51.2	51.8	51.0	-0.8
Intangible assets	7.2	12.1	12.1	0.0
Investment securities*	33.9	35.9	32.1	-3.8
Others	4.8	6.1	9.9	+3.8
Total assets	229.2	265.5	247.4	-18.1

*Investment securities

Listed shares (1)	23.7	24.4	20.4	-4.0
Number of stocks held **	(35)	(31)	(30)	(-1)
Unlisted shares	2.6	2.7	2.8	+0.1
Subsidiaries/Associates share	7.6	8.8	8.9	+0.1
Total	33.9	35.9	32.1	-3.8

**Non-consolidated basis

	2020/9	2021/3 (A)	2021/9 (B)	Change (B)-(A)
Liabilities	41.2	64.9	50.0	-14.9
Accounts payable	14.0	16.3	16.0	-0.3
Borrowings	5.8	22.7	6.5	-16.2
Others	21.4	25.9	27.5	+1.6
Net assets	188.0	200.6	197.4	-3.2
Shareholders' equity	177.0	186.9	186.3	-0.6
Valuation difference on available-for-sale securities	10.2	11.4	9.1	-2.3
Foreign currency translation adjustment	-0.8	0.1	-0.2	-0.3
Non-controlling interests	1.6	1.7	1.8	+0.1
Remeasurements of defined benefit plans	0.0	0.5	0.4	-0.1
Total liabilities & Net assets	229.2	265.5	247.4	-18.1

• Equity Ratio 81.3% 74.9% 79.1%

• D/E Ratio (2) -13.1% -5.2% -11.7%

• Change in shareholders' equity -0.6

= Net Income 16.3 - Dividend and others 16.9

(1)2021/3 24.4 + Acquisition 0 - Sales 0.7 + Valuation difference 3.3 = 2021/9 20.4

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

FY2021 Sales Outlook by Segment (1)(2)(3)(4)

(¥billion)

	FY2020 Actual							FY2021 Outlook as of Nov. 2021							Change			FY2021 Outlook as of May 2021				
	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	7.4	7.3	14.7	8.3	8.9	17.2	31.9	8.8	8.3	17.1	9.6	9.7	19.3	36.4	+2.4	+2.1	+4.5	8.4	8.3	16.7	17.9	34.6
Fine Chemicals	2.7	2.7	5.4	2.8	3.2	6.0	11.4	3.2	3.0	6.2	3.4	3.7	7.1	13.3	+0.8	+1.1	+1.9	3.2	3.1	6.3	6.6	12.9
Basic Chemicals	4.7	4.6	9.3	5.5	5.7	11.2	20.5	5.6	5.3	10.9	6.2	6.0	12.2	23.1	+1.6	+1.0	+2.6	5.2	5.2	10.4	11.3	21.7
Performance Materials	17.1	17.5	34.6	19.2	17.8	37.0	71.6	20.0	19.6	39.6	20.5	20.8	41.3	80.9	+5.0	+4.3	+9.3	18.6	18.6	37.2	38.6	75.8
Agro	14.6	11.1	25.7	6.3	31.8	38.1	63.8	13.4	11.6	25.0	11.2	29.6	40.8	65.8	-0.7	+2.7	+2.0	14.5	10.3	24.8	41.4	66.2
Pharma	1.5	1.5	3.0	1.4	2.3	3.7	6.7	1.1	2.2	3.3	1.9	1.1	3.0	6.3	+0.3	-0.7	-0.4	0.9	2.0	2.9	3.2	6.1
D.D	0.7	0.8	1.5	0.6	0.8	1.4	2.9	0.6	0.8	1.4	0.6	0.4	1.0	2.4	-0.1	-0.4	-0.5	0.5	0.5	1.0	1.1	2.1
C.C	0.8	0.7	1.5	0.8	1.5	2.3	3.8	0.4	1.5	1.9	1.3	0.7	2.0	3.9	+0.4	-0.3	+0.2	0.4	1.5	1.9	2.0	3.9
Trading	18.2	15.5	33.7	17.8	18.3	36.1	69.8	17.8	18.6	36.4	20.0	18.7	38.7	75.1	+2.7	+2.6	+5.3	16.5	17.0	33.5	36.6	70.1
Others	4.8	4.6	9.4	6.8	7.6	14.4	23.8	4.9	5.5	10.4	5.3	7.8	13.1	23.5	+1.0	-1.3	-0.3	4.9	5.4	10.3	13.1	23.4
Adjustment	-14.3	-12.3	-26.6	-16.1	-15.8	-31.9	-58.5	-19.5	-20.5	-40.0	-21.8	-20.7	-42.5	-82.5	-13.4	-10.6	-24.0	-23.8	-25.1	-48.9	-54.8	-103.7
Total	49.3	45.2	94.5	43.7	70.9	114.6	209.1	46.5	45.3	91.8	46.7	67.0	113.7	205.5	-2.7	-0.9	-3.6	40.0	36.5	76.5	96.0	172.5

(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.

(4) FY2021 Actual & Outlook: including effects of changes in accounting policies (see p2)

Sales Impact of changes in accounting policies

(¥billion)

	FY2021 Outlook as of Nov. 2021						
	1Q Actual	2Q Actual	1H Actual	3Q	4Q	2H	Total
YOY Change (Sales down due to changes in accounting policies)	-3.5	-7.4	-10.9	-1.9	-7.8	-9.7	-20.6
vs. Outlook as of May 2021(sales above target due to changes in accounting policies (agent transactions))	+5.5	+5.1	+10.6	-	-	+13.5	+24.1

FY2021 OP Outlook by Segment (1)(2)

(¥billion)

	FY2020 Actual							FY2021 Outlook as of Nov. 2021							Change			FY2021 Outlook as of May 2021				
	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	0.7	-0.8	-0.1	0.7	0.9	1.6	1.5	1.3	-0.1	1.2	1.0	0.7	1.7	2.9	+1.3	+0.1	+1.4	1.3	-0.3	1.0	1.4	2.4
Performance Materials	5.3	5.4	10.7	6.3	5.4	11.7	22.4	7.0	6.2	13.2	6.6	6.5	13.1	26.3	+2.5	+1.4	+3.9	5.5	6.1	11.6	12.2	23.8
Agro	4.0	3.8	7.8	-1.3	11.7	10.4	18.2	4.1	2.9	7.0	2.0	9.2	11.2	18.2	-0.8	+0.8	0.0	3.8	2.0	5.8	11.8	17.6
Pharma	-0.1	0.1	0.0	0.0	0.4	0.4	0.4	-0.2	0.7	0.5	0.3	-0.3	0.0	0.5	+0.5	-0.4	+0.1	-0.3	0.5	0.2	0.1	0.3
D.D	-0.2	-0.1	-0.4	-0.4	-0.2	-0.6	-0.9	-0.3	-0.2	-0.4	-0.3	-0.5	-0.8	-1.2	-0.1	-0.2	-0.3	-0.4	-0.3	-0.7	-0.8	-1.5
C.C	0.2	0.2	0.4	0.3	0.6	0.9	1.3	0.1	0.8	0.9	0.7	0.3	0.9	1.8	+0.5	0.0	+0.5	0.1	0.8	0.9	0.9	1.8
Trading	0.7	0.5	1.2	0.7	0.6	1.3	2.5	0.7	0.6	1.3	0.6	0.4	1.0	2.3	+0.1	-0.3	-0.2	0.5	0.6	1.1	1.1	2.2
Others	0.0	0.0	0.0	0.4	0.4	0.8	0.8	0.1	-0.1	0.0	0.1	0.5	0.6	0.6	0.0	-0.2	-0.2	0.0	0.0	0.0	0.7	0.7
Adjustment	-0.8	-0.8	-1.6	-1.2	-0.5	-1.7	-3.3	-1.1	-0.8	-1.9	-1.2	-0.3	-1.5	-3.4	-0.3	+0.2	-0.1	-1.0	-1.0	-2.0	-1.4	-3.4
Total	9.8	8.2	18.0	5.6	18.9	24.5	42.5	11.9	9.4	21.3	9.4	16.7	26.1	47.4	+3.3	+1.6	+4.9	9.8	7.9	17.7	25.9	43.6

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

Accordingly, some discrepancies may occur among totals.

(2) FY2021 Actual & Outlook: including effects of changes in accounting policies (see p2)

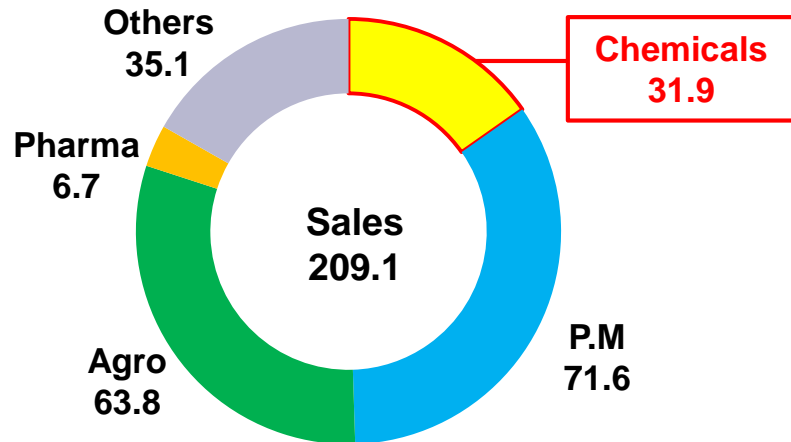
OP Impact of changes in accounting policies

(¥billion)

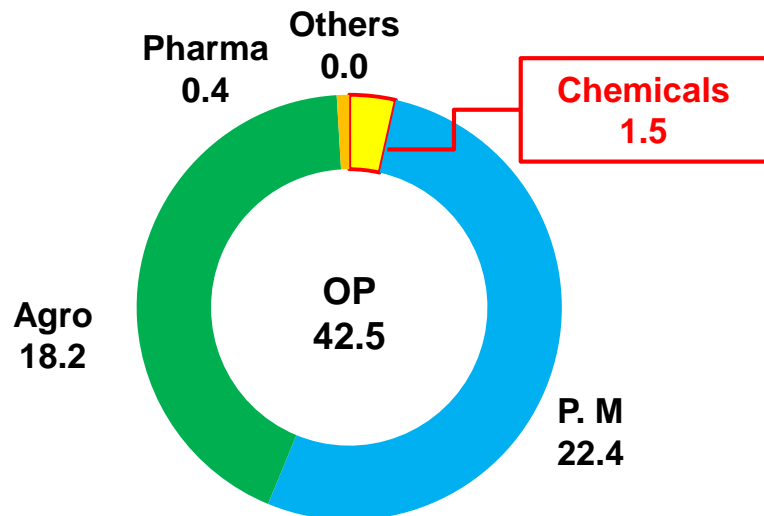
	FY2021 Outlook as of Nov. 2021						
	1Q Actual	2Q Actual	1H Actual	3Q	4Q	2H	Total
YOY Change (Fluralaner royalties increase/decrease due to changes in recognized timing and sales discount cost increase/decrease)	+1.2	-2.1	-0.9	+3.5	-2.8	+0.7	-0.2

Chemicals – (A) Recent Financial Performance

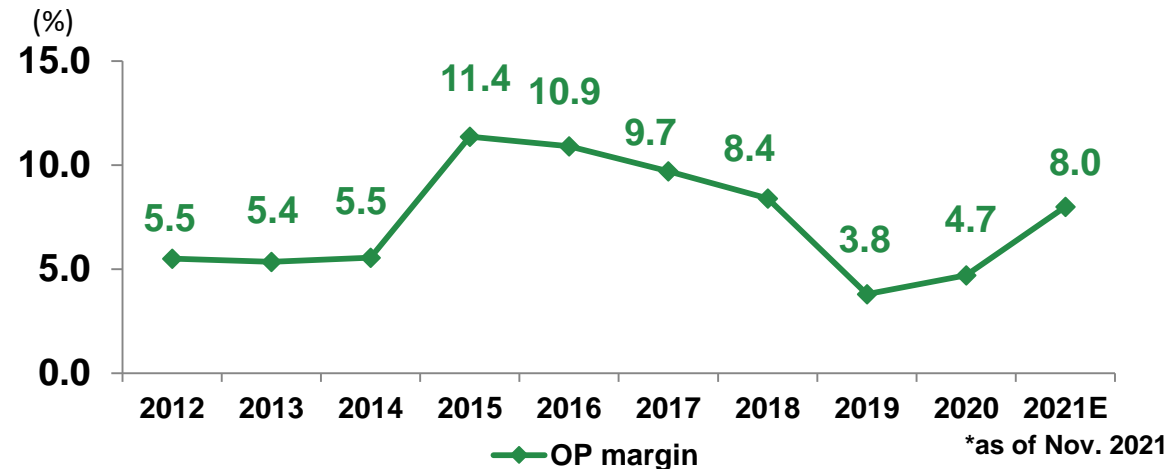
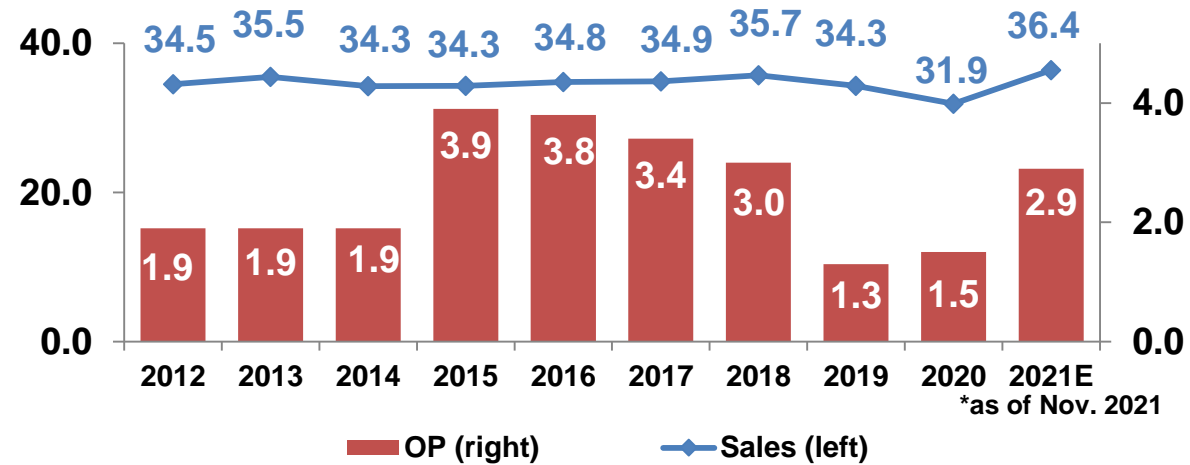
1. FY2020 Sales Distribution (¥billion)



2. FY2020 OP Distribution (¥billion)

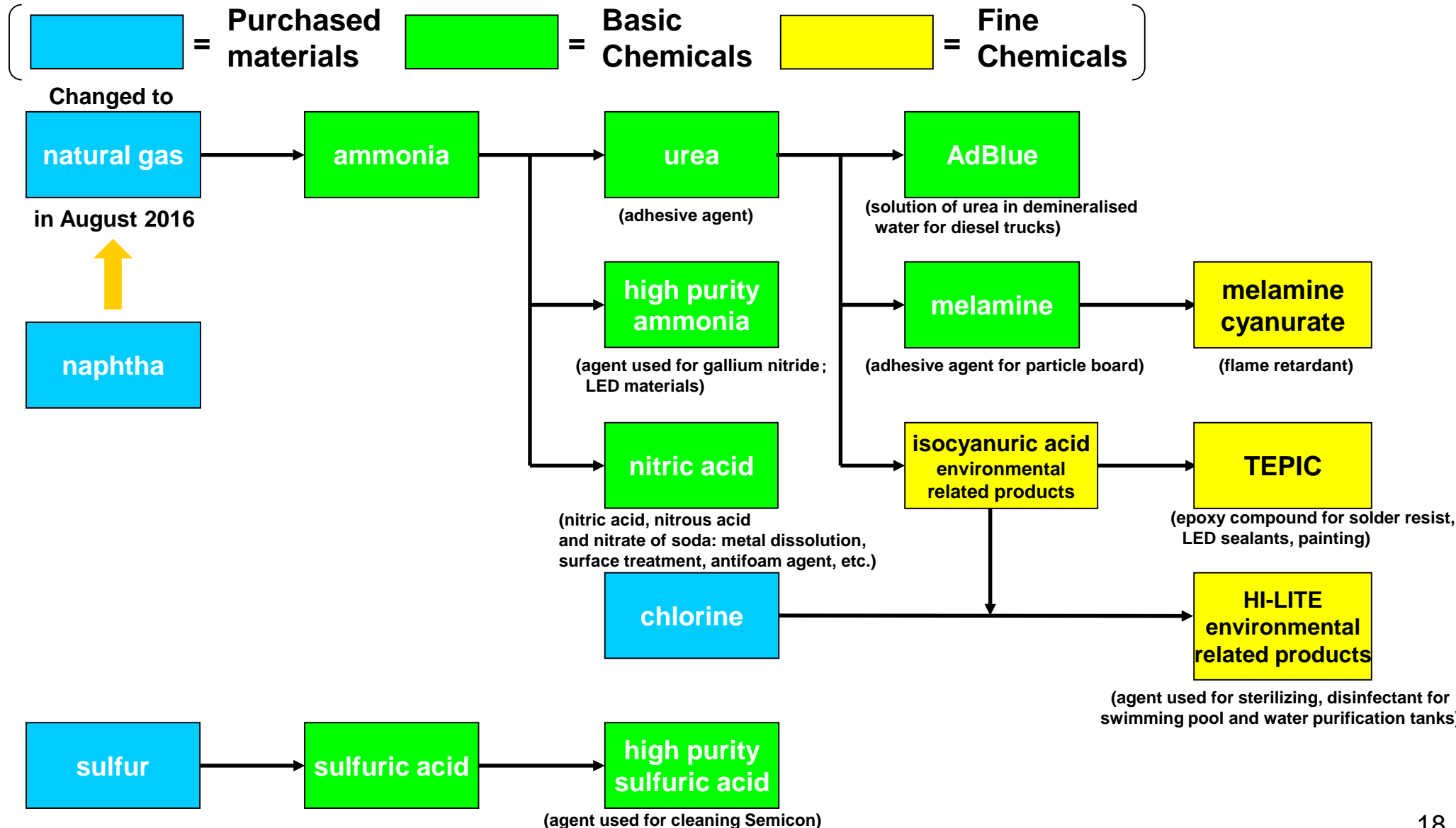


3. Recent Financial Performance (¥billion)



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

- ◆ Core products of Chemicals : Ammonia related products and sulfuric acid related products
- ◆ FY2020 ammonia domestic production capacity share 11%, high percentage of self-consumption of ammonia



Chemicals – (C) Restructuring based on Shutdown of Melamine Plant (Announced in August, 2021)

1. Chemicals business structure (see p18)

Group	Main products
Ammonia-related products	ammonia, urea/Adblue, high purity ammonia, melamine, nitric acid, isocyanuric acid, Hi-LITE, TEPIC, melamine cyanurate
Sulfuric acid-related products	sulfuric acid, purified sulfuric acid, high purity sulfuric acid
Others	FINEOXOCOL etc.

2. Sales·OP distribution

(¥billion)

	Total FY2018-2020	
	Sales	OP
Ammonia-related products	67.4 (66%)	0.7 (12%)
Sulfuric acid-related products	34.5 (34%)	5.1 (88%)
Others		
Total Chemicals	101.9(100%)	5.8(100%)

→

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

3. Current status and prospects of melamine

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

- ◆ World production capacity is twice of demand (our estimate)
- ◆ Domestic production capacity (2 companies including us) is 3 times of demand (our estimate)
- ◆ Prices are on recovery trend, but always unstable due to cheaper Chinese products
(Chinese production capacity accounts for about 70% of the world).

4. Actions to be taken

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

5. Estimated PL effects of actions

- (1) The effects of related costs were minor as such costs were compensated by gain on sales of investment securities.
- (2) PL image of Chemicals segment in FY2023

(¥billion)

	FY2021	Difference between FY2023 and FY2021 Outlook	FY2023
	Outlook as of May 2021	Effects of Melamine stop and countermeasures	PL Image
Sales	34.6	+1.6	36.2
OP	2.4	+1.0	3.4

6. ESG

By shutdown of melamine, 26,000 GHG (t-CO₂) or equivalent to about 7% of FY2018 GHG (see p47) estimated to be reduced

Chemicals – (D) Sales YOY Change

Main Products			Sales YOY Change(1)								
			FY2020 Actual			FY2021 Outlook as of May 2021			FY2021 Outlook as of Nov. 2021		
			1H	2H	Total	1H	2H	Total	1H Actual	2H	Total
TEPIC	◆ Epoxy compound for : (A) electronic materials (solder resist, LED materials), (B) general applications such as powder coating agent for paint ◆ World largest producer	-10%	+7%	-1%	+21%	-6%	+6%	+26%	+5%	+14%	
Environmental related products	◆ HI-LITE : made from chlorinated isocyanuric acid, used for sterilizing, disinfectant for swimming pool as well as water purification tank	-9%	+3%	-4%	+19%	+29%	+24%	+10%	+29%	+19%	
Total Fine Chemicals Two products account for 74% of total consolidated subsegment sales (FY2020)			+3%	+15%	+9%	+17%	+9%	+13%	+15%	+17%	+16%
Melamine	◆ Mainly used as adhesive agent for particle board, medium density fiberboard, plywood	-55%	-33%	-44%	+13%	-2%	+4%	+41%	+34%	+37%	
Urea/AdBlue	◆ Urea: mainly used for urea formaldehyde resin, adhesive agent ◆ AdBlue: solution of urea in demineralised water for diesel trucks to reduce Nox	-5%	+6%	0%	+15%	+3%	+8%	+14%	+8%	+11%	
High purity sulfuric acid	◆ Used to clean semiconductors ◆ Largest in domestic market	+14%	+10%	+12%	+9%	+4%	+6%	+10%	+3%	+7%	
Nitric acid products	◆ Nitric acid, nitrous acid and nitrate of soda: Metal dissolution, surface treatment, antifoam agent	-2%	+13%	+5%	+16%	0%	+7%	+20%	+2%	+10%	
Total Basic Chemicals Four products account for 53% of total consolidated subsegment sales (FY2020)			-20%	-9%	-14%	+12%	+1%	+6%	+17%	+10%	+13%

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

Chemicals – (E-1) Sales & Profit Overview

(¥billion)

	FY2020 Actual (A)							FY2021 Outlook as of May 2021					FY2021 Outlook (B) as of Nov. 2021							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	7.4	7.3	14.7	8.3	8.9	17.2	31.9	8.4	8.3	16.7	17.9	34.6	8.8	8.3	17.1	9.6	9.7	19.3	36.4	+2.4	+2.1	+4.5
Fine	2.7	2.7	5.4	2.8	3.2	6.0	11.4	3.2	3.1	6.3	6.6	12.9	3.2	3.0	6.2	3.4	3.7	7.1	13.3	+0.8	+1.1	+1.9
Basic	4.7	4.6	9.3	5.5	5.7	11.2	20.5	5.2	5.2	10.4	11.3	21.7	5.6	5.3	10.9	6.2	6.0	12.2	23.1	+1.6	+1.0	+2.6
OP	0.7	-0.8	-0.1	0.7	0.9	1.6	1.5	1.3	-0.3	1.0	1.4	2.4	1.3	-0.1	1.2	1.0	0.7	1.7	2.9	+1.3	+0.1	+1.4

1Q FY2021 Review

<vs. 1Q FY2020>

(Fine)

- ◆ Sales up: TEPIC for general applications (export recovery), TEPIC for electronic materials (demand recovery for cars), environmental related products (isocyanuric acid capacity expansion completed)

- ◆ Sales up, OP up

(Basic)

- ◆ Sales up: melamine (domestic and export recovery), nitric acid products (demand recovery), urea/AdBlue (demand recovery), high purity sulfuric acid (for semis)

- ◆ Sales up, OP up

(Total)

- ◆ Sales up ¥1.4 billion, OP up ¥0.6 billion

<vs. 1Q FY2021 Outlook as of May 2021>

(Fine)

- ◆ Sales above target: TEPIC for general applications
Sales below target: TEPIC for electronic materials, environmental related products

- ◆ Sales in line with target, OP below target

(Basic)

- ◆ Sales above target: melamine (export), nitric acid products
Sales in line with target: high purity sulfuric acid, urea/AdBlue
Sales below target: melamine (domestic)

- ◆ Sales above target, OP above target

(Total)

- ◆ Sales up ¥0.4 billion, OP in line with target

2Q FY2021 Review

<vs. 2Q FY2020>

(Fine)

- ◆ Sales up: TEPIC for general applications (export recovery), TEPIC for electronic materials (demand recovery for cars)
- ◆ Sales down: environmental related products (isocyanuric acid capacity expansion completed, down for pools and spas)

- ◆ Feedstock and raw materials cost up

- ◆ Sales up, OP up

(Basic)

- ◆ Sales up: nitric acid products (demand recovery), urea/AdBlue (demand recovery), melamine (demand recovery for domestic and export), high purity sulfuric acid (for semis)

- ◆ Inventory adjustment cost down, feedstock and raw materials cost up

- ◆ Sales up, OP up

(Total)

- ◆ Sales up ¥1.0 billion, OP up ¥0.7 billion

<vs. 2Q FY2021 Outlook as of May 2021>

(Fine)

- ◆ Sales above target: TEPIC for general applications
- ◆ Sales in line with target: TEPIC for electronic materials
- ◆ Sales below target: environmental related products
- ◆ Fixed cost below expectations
- ◆ Sales below target, OP above target

(Basic)

- ◆ Sales above target: nitric acid products, high purity sulfuric acid
- ◆ Sales in line with target: melamine (domestic below, export above), urea/AdBlue
- ◆ Inventory adjustment cost below expectations, feedstock and raw materials cost above expectations

- ◆ Sales above target, OP above target

(Total)

- ◆ Sales in line with target, OP up ¥0.2 billion

Chemicals – (E-2) Sales & Profit Overview

1H FY2021 Review

<vs. 1H FY2020>

- (Fine)
- ◆ Sales up: TEPIC for general applications (export recovery), TEPIC for electronic materials (demand recovery for cars), environmental related products (isocyanuric acid capacity expansion completed)
 - ◆ Fixed cost up, feedstock and raw materials cost up
 - ◆ Sales up, OP up
- (Basic)
- ◆ Sales up: melamine (demand recovery for domestic and export), nitric acid products (demand recovery), urea/AdBlue, high purity sulfuric acid (for semis)
 - ◆ Fixed cost up, feedstock and raw materials cost up
 - ◆ Inventory adjustment cost down
 - ◆ Sales up, OP up
- (Total)
- ◆ Sales up ¥2.4 billion, OP up ¥1.3 billion

<vs. 1H FY2021 Outlook as of May 2021>

- (Fine)
- ◆ Sales above target: TEPIC for general applications (export)
 - ◆ Sales below target: TEPIC for electronic materials, environmental related products
 - ◆ Fixed cost below expectations, feedstock and raw materials cost above expectations
 - ◆ Inventory adjustment cost above expectations
 - ◆ Sales below target, OP below target
- (Basic)
- ◆ Sales above target: melamine (export), nitric acid products
 - ◆ Sales in line with target: high purity sulfuric acid, urea/AdBlue
 - ◆ Sales below target: melamine (domestic)
 - ◆ Feedstock and raw materials cost above expectations
 - ◆ Sales above target, OP above target
- (Total)
- ◆ Sales up ¥0.4 billion, OP up ¥0.2 billion

2H FY2021 Outlook

<vs. 2H FY2020>

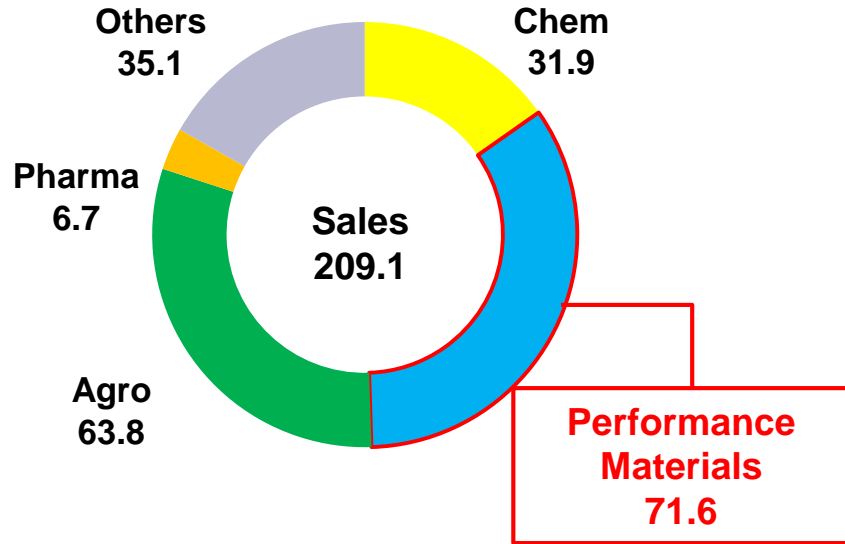
- (Fine)
- ◆ Sales up: TEPIC for general applications, environmental related products (isocyanuric acid capacity expansion completed, export recovery)
 - ◆ Sales flat: TEPIC for electronic materials
 - ◆ Fixed cost up, feedstock and raw materials cost up
 - ◆ Inventory adjustment cost down
 - ◆ Sales up, OP up
- (Basic)
- ◆ Sales up: melamine (domestic and export), urea/AdBlue, high purity sulfuric acid (for semis), nitric acid products
 - ◆ Feedstock and raw materials cost up
 - ◆ Sales up, OP up
- (Total)
- ◆ Sales up ¥2.1 billion, OP up ¥0.1 billion

<vs. 2H FY2021 Outlook as of May 2021>

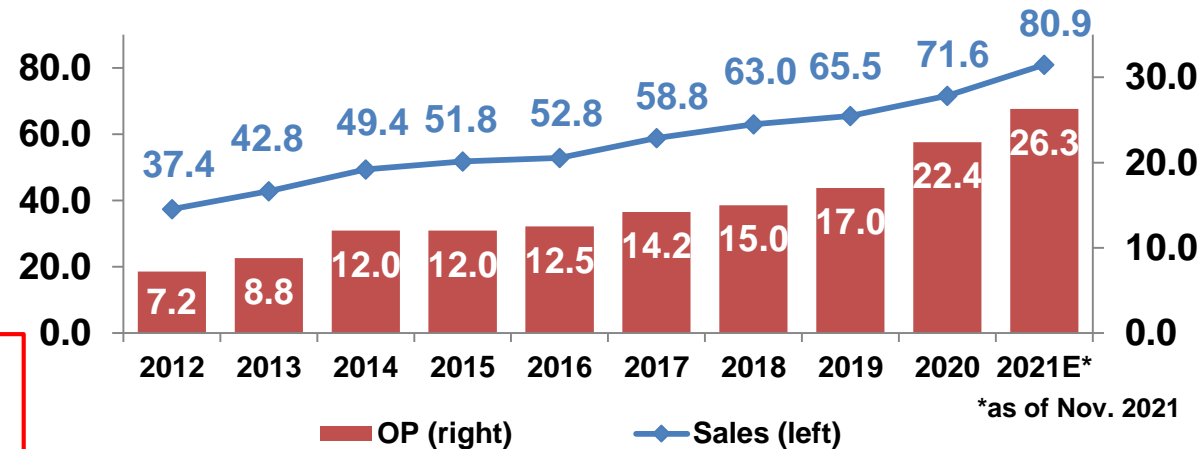
- (Fine)
- ◆ Sales above target: TEPIC for general applications (export)
 - ◆ Sales in line with target: TEPIC for electronic materials, environmental related products
 - ◆ Fixed cost above expectations, feedstock and raw materials cost above expectations
 - ◆ Inventory adjustment cost above expectations
 - ◆ Sales above target, OP below target
- (Basic)
- ◆ Sales above target: melamine (domestic and export), urea/AdBlue, nitric acid products
 - ◆ Sales in line with target: high purity sulfuric acid
 - ◆ Feedstock and raw materials cost above expectations
 - ◆ Inventory adjustment cost below expectations
 - ◆ Sales above target, OP above target
- (Total)
- ◆ Sales up ¥1.4 billion, OP up ¥0.3 billion

Performance Materials – (A) Recent Financial Performance

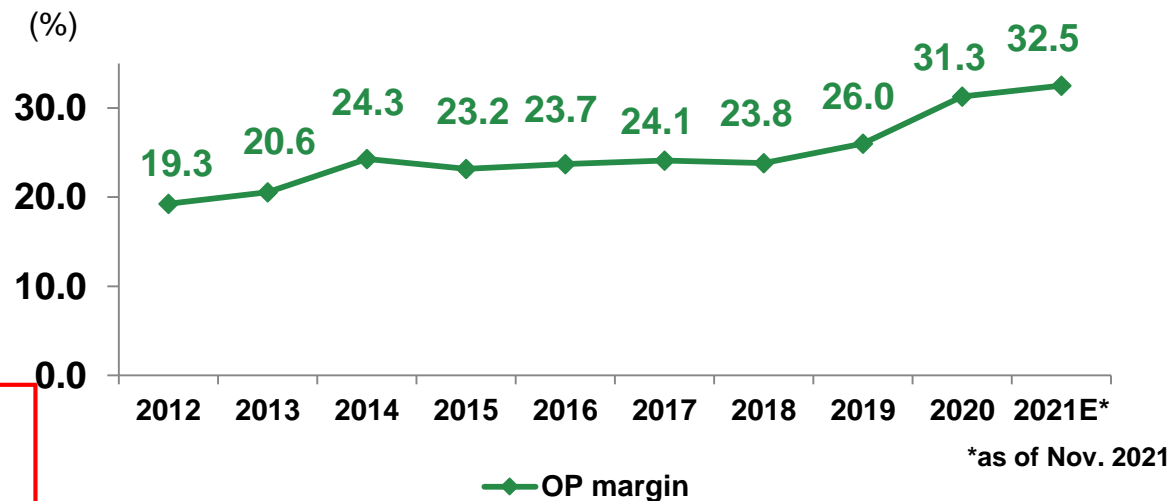
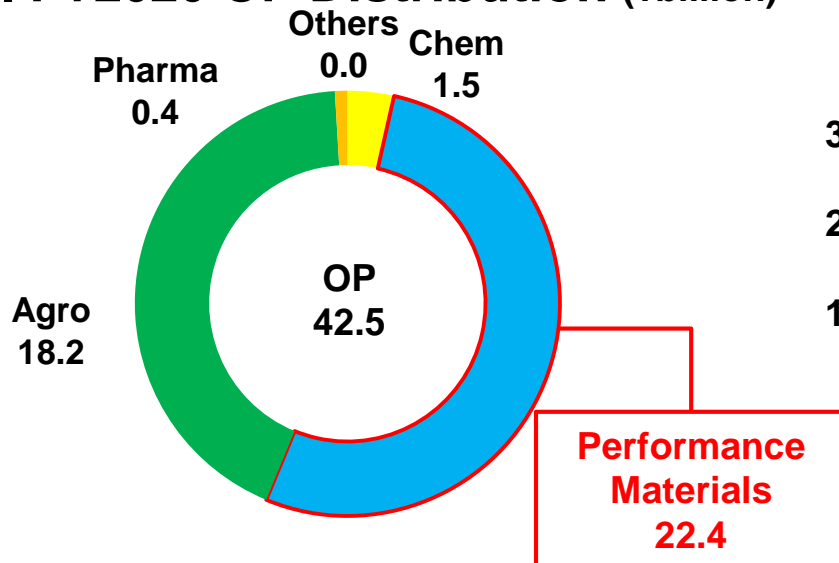
1. FY2020 Sales Distribution (¥billion)



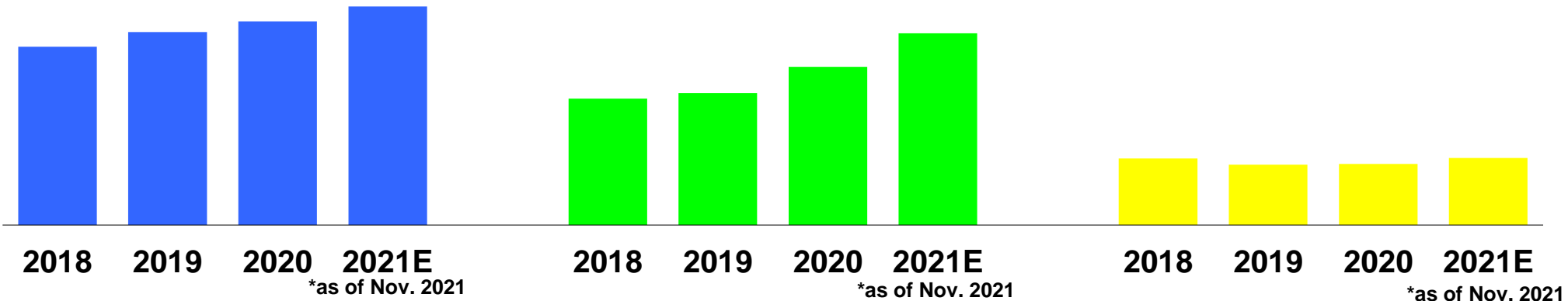
3. Recent Financial Performance (¥billion)



2. FY2020 OP Distribution (¥billion)



Performance Materials – (B) FY2018-2021E 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,
3D packaging process materials,
CMOS image sensor 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								
		FY2020 Actual			FY2021 Outlook as of May 2021			FY2021 Outlook as of Nov. 2021		
		1H	2H	Total	1H	2H	Total	1H Actual	2H	Total
SUNEVER		+7%	+4%	+5%	+5%	0%	+2%	+7%	+6%	+7%
Total Display Materials		+7%	+4%	+5%	+5%	+1%	+3%	+7%	+7%	+7%
	KrF (ARC®)	+14%	+14%	+14%	+2%	-2%	0%	+22%	+12%	+17%
	ArF (ARC®)	+16%	+15%	+16%	+11%	+11%	+11%	+21%	+22%	+22%
Total ARC®		+16%	+15%	+16%	+10%	+9%	+9%	+22%	+21%	+21%
Other Semis Materials (1)		+51%	+16%	+31%	+7%	+14%	+11%	+17%	+24%	+21%
Total Semis Materials		+25%	+15%	+20%	+9%	+10%	+10%	+20%	+22%	+21%
SNOWTEX		+2%	+9%	+5%	+9%	+5%	+7%	+19%	+6%	+12%
Organo/Monomer Sol		-15%	-1%	-8%	+7%	-2%	+2%	+26%	+2%	+13%
Oilfield Materials		-91%	+123%	+18%	+1,483%	-39%	+17%	+1,093%	-41%	+1%
Total Inorganic Materials										
Three products account for 83% of total consolidated subsegment sales (FY2020)		-8%	+10%	+1%	+13%	-2%	+5%	+23%	-1%	+10%

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

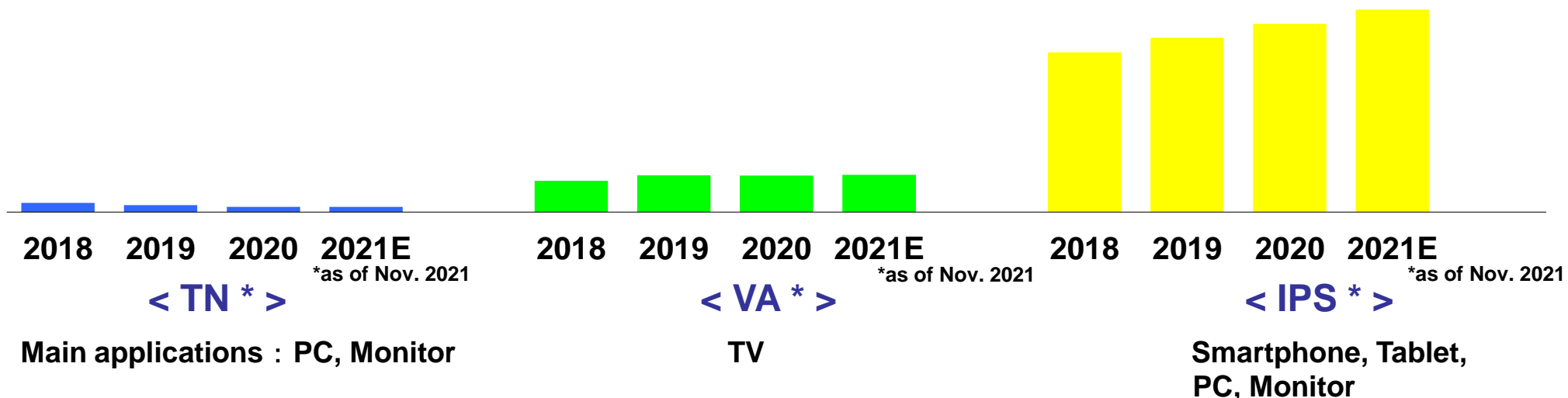
*NCK: Consolidated subsidiary in South Korea. R&D, production and sales of display and semis materials.

◆ 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	Material Research Lab. (¥0.1 billion), Production test facilities (¥0.1 billion)
	FY2020	Analyzing and evaluation R&D equipment (¥1.0 billion), Production capacity expansion (¥0.2 billion), Material Research Lab. (¥0.2 billion), Production test facilities (¥0.1 billion)
	FY2021	Production test facilities (¥0.3 billion), Production capacity expansion (¥0.1 billion), Material Research Lab. (¥0.1 billion), Analyzing and evaluation R&D equipment (¥0.1 billion)

Performance Materials – (D) SUNEVER

<SUNEVER Sales Distribution by Mode>



<SUNEVER Sales YOY Change by Mode>

	FY2020 Actual			FY2021 Outlook as of May 2021			FY2021 Outlook as of Nov. 2021			YOY Change
	1H	2H	Total	1H	2H	Total	1H Actual	2H	Total	
TN	↘↘↘	↘↘↘	↘↘↘	↘	↘↘	↘↘	↗	↘	↘	+20~+29% ↗↗↗
VA	↘	↗	↘	↗	↗	↗	↘	↗	↗	+10~+19% ↗↗
IPS	↗↗	↗	↗	↗	↗	↗	↗	↗	↗	+0~+9% ↗
Total	+7%	+4%	+5%	+5%	0%	+2%	+7%	+6%	+7%	-0~-9% ↘
										-10~-19% ↘↘
										-20~-29% ↘↘↘

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

Performance Materials – (E-1) Sales & Profit Overview

(¥billion)

	FY2020 Actual (A)							FY2021 Outlook as of May 2021					FY2021 Outlook (B) as of Nov. 2021							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	17.1	17.5	34.6	19.2	17.8	37.0	71.6	18.6	18.6	37.2	38.6	75.8	20.0	19.6	39.6	20.5	20.8	41.3	80.9	+5.0	+4.3	+9.3
OP	5.3	5.4	10.7	6.3	5.4	11.7	22.4	5.5	6.1	11.6	12.2	23.8	7.0	6.2	13.2	6.6	6.5	13.1	26.3	+2.5	+1.4	+3.9

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

1Q FY2021 Review

<vs. 1Q FY2020>

- ◆ DP sales up, OP up
Photo IPS up (smartphone and non-smartphone up), rubbing IPS down, VA down, 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)
Strong performance in semis market
Fixed cost up ¥0.2 billion
- ◆ Inorganic Materials sales up, OP up
SNOWTEX up (non-polishing and polishing up)
Organo/Monomer Sol up
Oilfield materials up (recover of shale oil market)
Fixed cost up ¥0.2 billion
- ◆ Fixed cost up ¥0.6 billion in total
- ◆ Sales up ¥2.9 billion, OP up ¥1.7 billion

<vs. 1Q FY2021 Outlook as of May 2021>

- ◆ DP sales above target, OP above target
Photo IPS above target (smartphone and non-smartphone above target), rubbing IPS above target, VA below target, TN above target
- ◆ 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)
Strong performance in semis market
Fixed cost below expectations (¥0.3 billion)
- ◆ Inorganic Materials sales above target, OP above target
SNOWTEX above target (non-polishing and polishing above target)
Organo/Monomer Sol above target
Oilfield materials below target
Fixed cost above expectations (¥0.1 billion)
- ◆ Fixed cost below expectations (¥0.2 billion) in total
- ◆ Sales up ¥1.4 billion, OP up ¥1.5 billion

2Q FY2021 Review

<vs. 2Q FY2020>

- ◆ DP sales up, OP up
Photo IPS up (non-smartphone up), rubbing IPS up, VA up, TN up
- ◆ Semis Materials sales up, OP up
ARC® up, other semis materials up (multi layer materials flat, other new materials up)
Strong performance in semis market
Fixed cost up ¥0.1 billion
- ◆ Inorganic Materials sales up, OP down
SNOWTEX up (non-polishing and polishing up)
Organo/Monomer Sol up
Oilfield materials up
Fixed cost up ¥0.1 billion
- ◆ Fixed cost up ¥0.2 billion in total
- ◆ Sales up ¥2.1 billion, OP up ¥0.8 billion

<vs. 2Q FY2021 Outlook as of May 2021>

- ◆ DP sales below target, OP above target
Photo IPS below target (smartphone below target, non-smartphone above target), rubbing IPS above target (non-smartphone above target), VA below target, TN above target
- ◆ 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)
Strong performance in semis market
Fixed cost above expectations (¥0.1 billion)
- ◆ Inorganic Materials sales above target, OP below target
SNOWTEX above target (non-polishing and polishing above target)
Organo/Monomer Sol above target
Oilfield materials below target
Inventory adjustment cost above expectations (¥0.1 billion)
- ◆ Fixed cost above expectations (¥0.1 billion) in total
- ◆ Sales up ¥1.0 billion, OP up ¥0.1 billion

Performance Materials – (E-2) Sales & Profit Overview

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

1H FY2021 Review

<vs. 1H FY2020>

- ◆ DP sales up, OP up
Photo IPS up (non-smartphone up), rubbing IPS down, VA down, TN up
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)
Strong performance in semis market
Fixed cost up ¥0.4 billion
Inventory adjustment cost down ¥0.1 billion
- ◆ Inorganic Materials sales up, OP up
SNOWTEX up (non-polishing and polishing up)
Organo/Monomer Sol up
Oilfield materials up
Fixed cost up ¥0.3 billion
- ◆ Fixed cost up ¥0.8 billion in total
- ◆ Sales up ¥5.0 billion, OP up ¥2.5 billion

<vs. 1H FY2021 Outlook as of May 2021>

- ◆ DP sales above target, OP above target
Photo IPS above target (non-smartphone above target),
rubbing IPS above target (non-smartphone above target),
VA below target, TN above target
- ◆ 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)
Strong performance in semis market
Fixed cost below expectations (¥0.2 billion)
- ◆ Inorganic Materials sales above target, OP below target
SNOWTEX above target (non-polishing and polishing above target)
Organo/Monomer Sol above target
Oilfield materials below target
Fixed cost above expectations (¥0.1 billion)
- ◆ Fixed cost below expectations (¥0.1 billion) in total
- ◆ Sales up ¥2.4 billion, OP up ¥1.6 billion

2H FY2021 Outlook

<vs. 2H FY2020>

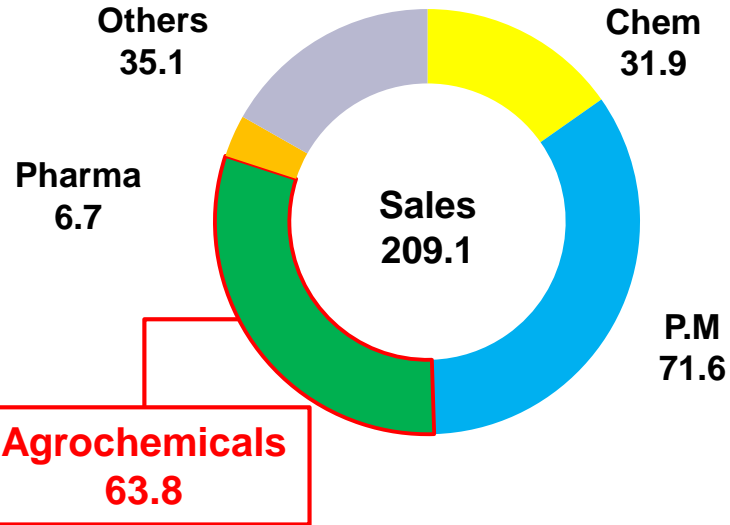
- ◆ DP sales up, OP up
Photo IPS up (non-smartphone up), rubbing IPS down, VA up, TN down
Fixed cost up ¥0.1 billion
Inventory adjustment cost down ¥0.1 billion
- ◆ Semis Materials sales up, OP up
ARC® up, other semis materials up
(multi layer materials and other new materials up)
Strong performance in semis market
Fixed cost up ¥0.6 billion
- ◆ Inorganic Materials sales down, OP down
SNOWTEX up (non-polishing up, polishing down)
Organo/Monomer Sol up
Oilfield materials down
Fixed cost up ¥0.4 billion
- ◆ Fixed cost up ¥1.2 billion in total
(including common expense up ¥0.1 billion)
- ◆ Sales up ¥4.3 billion, OP up ¥1.4 billion

<vs. 2H FY2021 Outlook as of May 2021>

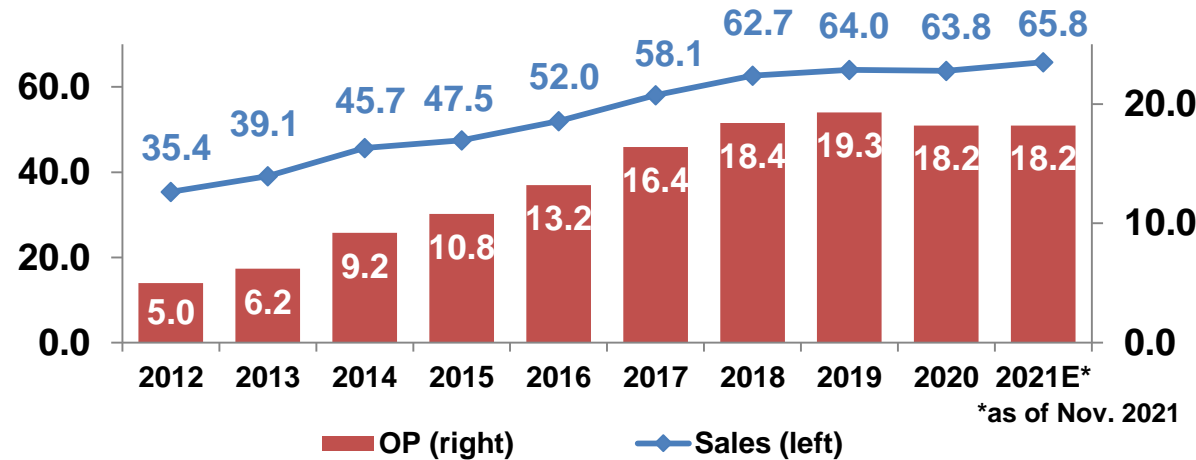
- ◆ DP sales above target, OP above target
Photo IPS above target (non-smartphone above target),
rubbing IPS below target, VA above target, TN above target
Fixed cost above expectations (¥0.4 billion)
- ◆ Semis Materials sales above target, OP above target
ARC® above target, other semis materials above target
(multi layer materials and other new materials above target)
Strong performance in semis market
Fixed cost above expectations (¥0.1 billion)
- ◆ Inorganic Materials sales above target, OP below target
SNOWTEX above target (non-polishing above target, polishing below target)
Organo/Monomer Sol above target
Oilfield materials below target
Fixed cost below expectations (¥0.1 billion)
Inventory adjustment cost above expectations (¥0.1 billion)
- ◆ Fixed cost above expectations (¥0.5 billion) in total
(including common expense above expectations (¥0.1 billion))
- ◆ Sales up ¥2.7 billion, OP up ¥0.9 billion

Agrochemicals – (A) Recent Financial Performance

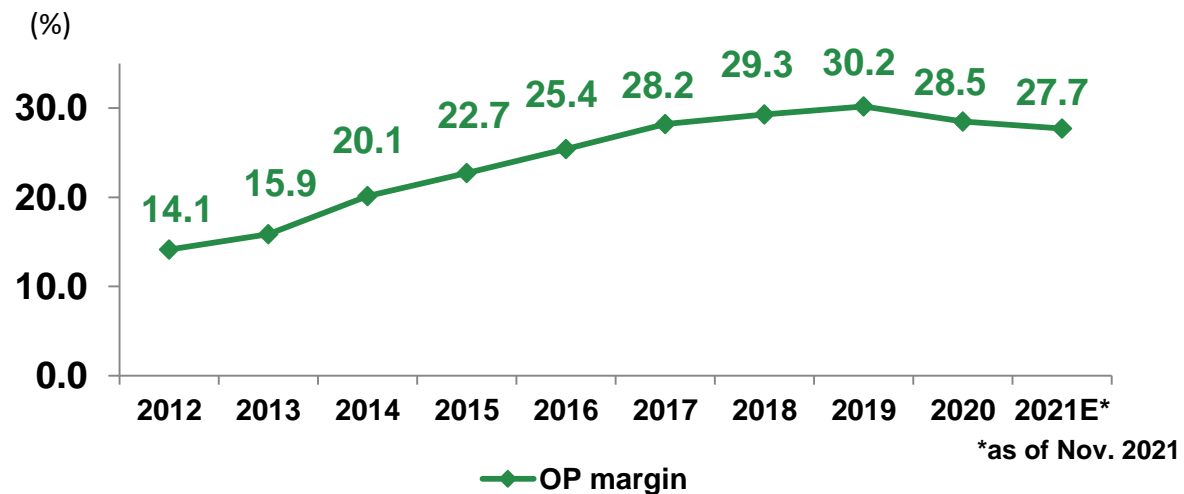
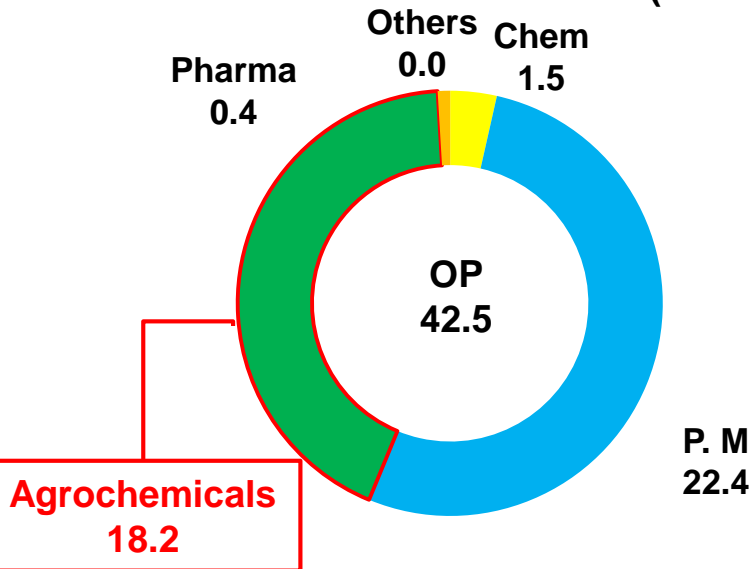
1. FY2020 Sales Distribution (¥billion)



3. Recent Financial Performance (¥billion)



2. FY2020 OP Distribution (¥billion)



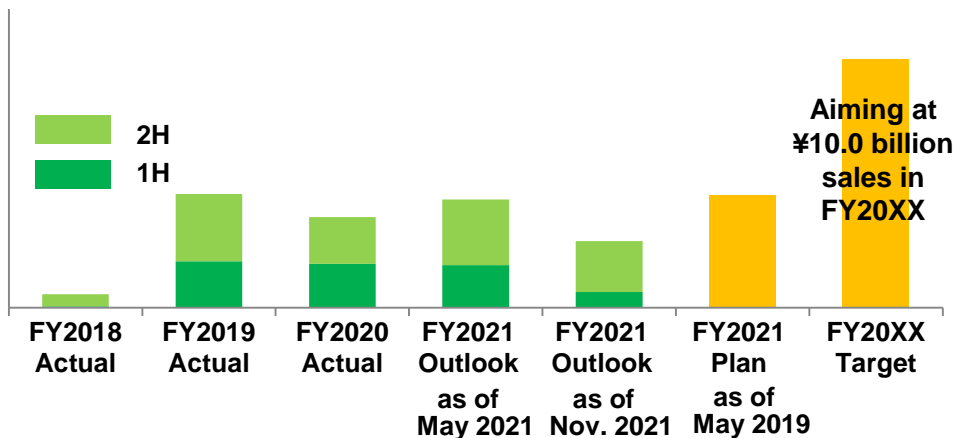
Agrochemicals – (B) Sales YOY Change (Before Discount)

◆ No.1 in the domestic agrochemicals sales ranking (Oct.2018- Sep.2019)

Main Products (in order of FY2020 sales amount)		FY2020 Actual			FY2021 Outlook (as of May 2021)	FY2021 Outlook (as of Nov. 2021)			
		1H	2H	Total	Total	1H Actual	vs. Plan as of May 2021(undisclosed)	2H	Total
ROUNDUP (1)	Herbicide	-1%	+2%	0%	+4%	+4%	below	+3%	+3%
Fluralaner	Animal health products	-20%	+2%	-12%	-11%	-9%	above	+5%	-3%
ALTAIR	Herbicide	+21%	+8%	+11%	0%	-28%	below	0%	-7%
TARGA	Herbicide	-11%	+10%	-1%	+1%	+20%	above	+8%	+14%
GRACIA	Insecticide	-6%	-30%	-20%	+20%	-64%	below	+9%	-27%
PERMIT	Herbicide	-26%	+18%	+8%	-22%	+31%	in line	-18%	-10%
LEIMAY	Fungicide	+26%	+19%	+20%	+22%	+13%	below	+35%	+29%
QUINTEC	Fungicide	-	-28%	-8%	+61%	+115%	in line	+16%	+38%
DITHANE	Fungicide	-	-	-	Over +200%	-	below	+99%	Over +200%
Total segment	-	-7%	+5%	0%	+4%	0%	below	+5%	+3%

(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 22% of FY2020 ROUNDUP sales

◆ GRACIA Sales Growth forecast



Agrochemicals - (C) Recent Acquisitions of Agrochemical Products

◆QUINTEC (QUINOXYFEN)

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

◆DITHANE (MANCOZEB)

- Acquired the MANCOZEB product line of fungicides in Japan and Korea including DITHANE brand from Corteva in December 2020 and started to sell in January 2021 in Japan
- Protective fungicide with significant efficacy against various plant diseases in fruits (especially apples and citrus) and vegetables
- Average amortized period fixed at 5 or 16 years(straight-line method)(weighted average 15.6 years) after the accounting audit. (tentatively calculated under the condition of 5-year amortization period before audit)

<DITHANE Acquisition's estimated PL impact>

(¥billion)

	OP	OP + Amortization
FY2020	0.3	0.4
FY2021	0.7	1.1
Total FY2022-26	3.6	5.3

Agrochemicals – (D) 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. Protective fungicide highly effective in controlling powdery mildew in fruits and vegetables
2020	DITHANE (MANCOZEB)	Fungicide	Acquired	Acquired Japan and Korea business from Corteva in December 2020. Protective fungicide with significant efficacy against various plant diseases 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

*Including Fluralaner

◆ Export sales* account for 39% of FY2020 consolidated segment sales (Asia:25%, Europe/Africa:60%, North/Central/South America:15%)

Expected peak sales of new products (GRACIA, QUINTEC, DITHANE, NC-241, 653, 656) 33.0 billion yen

Agrochemicals – (E-1) Fluralaner

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

◆ Fluralaner

- Invented by NCC and supplied to MSD* as the active pharmaceutical ingredient of BRAVECTO and EXZOLT
- Currently, BRAVECTO series and EXZOLT are available in more than 100 countries
- Compound patent

Fluralaner's compound patent expires in March 2025,
but many countries have a patent term extension system

- Some EU countries including UK, France, Germany – already extended to February 2029
- USA, etc. – applications under examination

◆ 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 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, January 2021 Japan

◆ BRAVECTO Plus

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

◆ EXZOLT

- A poultry medicine against red mite launched by MSD (administered via drinking water)
 - September 2017 Europe, June 2018 Korea, and Middle East etc, July 2021 Japan



Agrochemicals – (E-2) Fluralaner

API*: Active Pharmaceutical Ingredient

◆ NCC's Revenues are consisted from following two factors

- Sales of Fluralaner to MSD as API* of BRAVECTO and EXZOLT products
- Running royalties received from MSD

◆ FY2019-FY2021 Fluralaner Quarterly Sales (including royalties)

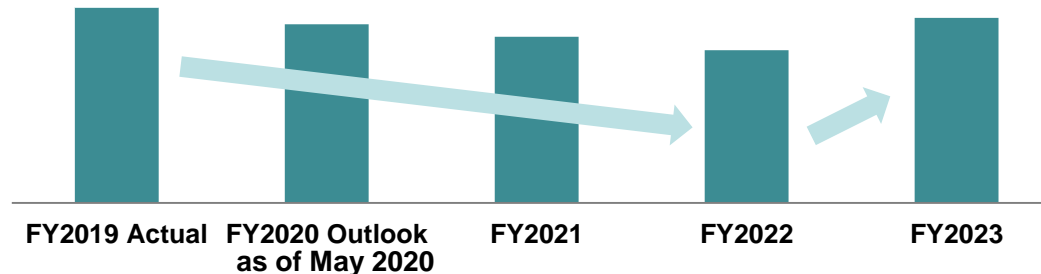


◆ FY2021 sales: Revenue recognition policy changed (see p2)

(until FY2020) Royalties revenue on MSD's sales for Jan-Jun: recognized in Aug, Jul-Dec: recognized in Feb
 (from FY2021) Royalties revenue on MSD's sales for Jan-Mar: recognized in May, Apr-Jun: recognized in Aug, Jul-Sep: recognized in Nov, Oct-Dec: recognized in Feb

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

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



◆ Although inventory adjustment has been proceeding, no change in the above scenario at this moment

◆ BRAVECTO and EXZOLT R&D

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

Agrochemicals – (F) Joint Venture Company in India

(Announced in May 2020)

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
Business	Manufacturing active ingredients of agrochemicals (GRACIA, LEIMAY, QUINTEC, etc.) and exporting them to NCC
Number of Operators	150-200(assumptions as of 2022)
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>

(announced in May 2020)(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%
2020 PL	Sales INR 10,920 million, Net Income after Taxes INR 1,639 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

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Agrochemicals – (G-1) Sales & Profit Overview⁽¹⁾

(¥billion)

	FY2020 Actual (A)							FY2021 Outlook as of May 2021					FY2021 Outlook (B) as of Nov. 2021							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	14.6	11.1	25.7	6.3	31.8	38.1	63.8	14.5	10.3	24.8	41.4	66.2	13.4	11.6	25.0	11.2	29.6	40.8	65.8	-0.7	+2.7	+2.0
OP	4.0	3.8	7.8	-1.3	11.7	10.4	18.2	3.8	2.0	5.8	11.8	17.6	4.1	2.9	7.0	2.0	9.2	11.2	18.2	-0.8	+0.8	0.0

(1) FY2021 Actual & Outlook: including effects of changes in accounting policies

(Fluralaner royalties increase/decrease due to changes in recognized timing and sales discount cost increase/decrease) (see p2)

1Q FY2021 Review

<vs. 1Q FY2020>

- ◆ Sales up : Fluralaner (royalties recognized due to changes in accounting policies), DITHANE(sales start from 4Q FY2020), QUINTEC(export), LEIMAY(export), PERMIT(export)
- ◆ Sales flat : ROUNDUP(ML down, AL up)
- ◆ Sales down: GRACIA(domestic, export), ALTAIR(domestic), TARGA(export)
- ◆ Fixed cost up ¥0.1 billion
- ◆ Inventory adjustment cost down ¥0.3 billion
- ◆ Sales down ¥1.2 billion, OP up ¥0.1 billion (sales up ¥1.2 billion, OP up ¥1.2 billion due to changes in accounting policies)

<vs. 1Q FY2021 Outlook as of May 2021>

- ◆ Sales above target: Fluralaner(royalties above target), QUINTEC(export), TARGA(export)
- ◆ Sales in line with target: PERMIT, LEIMAY, DITHANE
- ◆ Sales below target: ROUNDUP(ML), GRACIA(domestic), ALTAIR(domestic)
- ◆ Fixed cost below expectations (¥0.3 billion)
- ◆ Inventory adjustment cost below expectations (¥0.4 billion)
- ◆ Sales down ¥1.1 billion, OP up ¥0.3 billion

2Q FY2021 Review

<vs. 2Q FY2020>

- ◆ Sales up : TARGA(strong export), DITHANE(sales start from 4Q FY2020), ROUNDUP(ML, AL), ALTAIR(domestic, export), PERMIT(export)
- ◆ Sales down : Fluralaner (due to changes in accounting policies, BRAVECTO inventory adjustment), QUINTEC(export), GRACIA(domestic), LEIMAY(domestic)
- ◆ Fixed cost up ¥0.5 billion
- ◆ Inventory adjustment cost down ¥0.3 billion
- ◆ Sales up ¥0.5 billion, OP down ¥0.9 billion (sales down ¥2.1 billion, OP down ¥2.1 billion due to changes in accounting policies)

<vs. 2Q FY2021 Outlook as of May 2021>

- ◆ Sales above target : Fluralaner(royalties above target), TARGA(strong export), ROUNDUP(ML, AL), ALTAIR(domestic, export)
- ◆ Sales below target : GRACIA(less pest), LEIMAY(export), DITHANE(export), QUINTEC(export), PERMIT(export)
- ◆ Fixed cost above expectations (¥0.1 billion)
- ◆ Sales up ¥1.3 billion, OP up ¥0.9 billion

Agrochemicals – (G-2) Sales & Profit Overview

1H FY2021 Review

<vs. 1H FY2020>

- ◆ Sales up : DITHANE(sales start from 4Q FY2020), TARGA(strong export), QUINTEC(export), ROUNDUP(ML flat, AL up), PERMIT(export), LEIMAY(export)
- ◆ Sales down : GRACIA(less pest), ALTAIR(domestic), Fluralaner (royalties up, BRAVECTO inventory adjustment)
- ◆ Inventory valuation gain ¥0.1 billion
- ◆ Fixed cost up ¥0.6 billion
- ◆ Inventory adjustment cost down ¥0.6 billion
- ◆ Sales down ¥0.7 billion, OP down ¥0.8 billion (sales down ¥0.9 billion, OP down ¥0.9 billion due to changes in accounting policies)

<vs. 1H FY2021 Outlook as of May 2021>

- ◆ Sales above target : Fluralaner(royalties above target), TARGA(strong export)
- ◆ Sales in line with target : QUINTEC(export), PERMIT(export)
- ◆ Sales below target : GRACIA(less pest), ROUNDUP(ML below target, AL above target) ALTAIR(domestic), LEIMAY(domestic, export), DITHANE(export)
- ◆ Fixed cost below expectations (¥0.2 billion)
- ◆ Inventory adjustment cost below expectations (¥0.4 billion)
- ◆ Sales up ¥0.2 billion, OP up ¥1.2 billion

2H FY2021 Outlook

<vs. 2H FY2020>

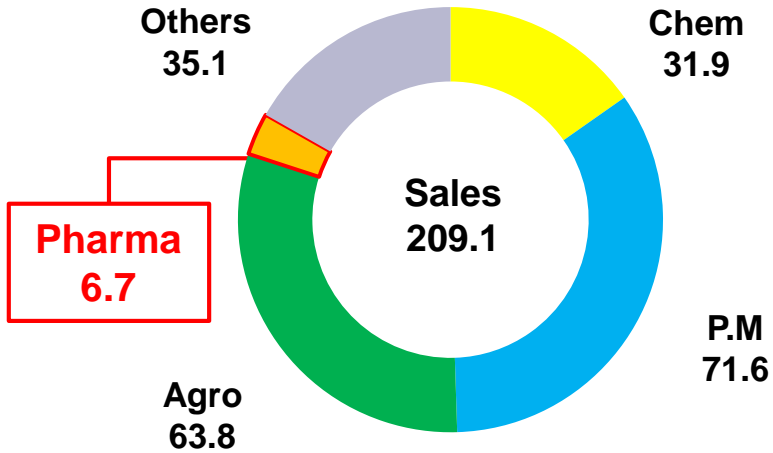
- ◆ Sales up : DITHANE(sales start from 4Q FY2020), LEIMAY(export), Fluralaner(royalties up), ROUNDUP(ML, AL), TARGA(strong export), GRACIA(domestic down, export up), QUINTEC(export)
- ◆ Sales flat : ALTAIR(domestic up, export down)
- ◆ Sales down : PERMIT(export)
- ◆ Inventory valuation gain ¥0.2 billion
- ◆ Fixed cost up ¥0.8 billion
- ◆ Inventory adjustment cost down ¥0.2 billion
- ◆ Sales up ¥2.7 billion, OP up ¥0.8 billion (sales up ¥0.7 billion, OP up ¥0.7 billion due to changes in accounting policies)

<vs. 2H FY2021 Outlook as of May 2021>

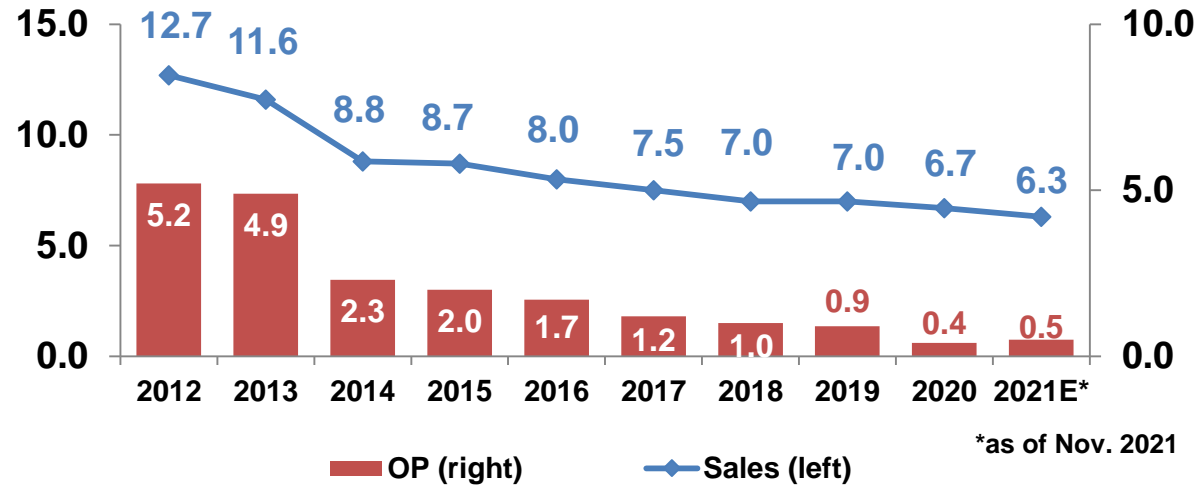
- ◆ Sales above target : PERMIT(export), Fluralaner(API and royalties above target), LEIMAY(domestic, export), ROUNDUP(ML above target, AL below target),
- ◆ Sales in line with target : TARGA(strong export)
- ◆ Sales below target : GRACIA(domestic), ALTAIR(domestic, export), QUINTEC(export), DITHANE(domestic, export)
- ◆ Fixed cost above expectations (¥0.3 billion)
- ◆ Inventory adjustment cost below expectations (¥0.5 billion)
- ◆ Sales down ¥0.6 billion, OP down ¥0.6 billion

Pharmaceuticals – (A) Recent Financial Performance

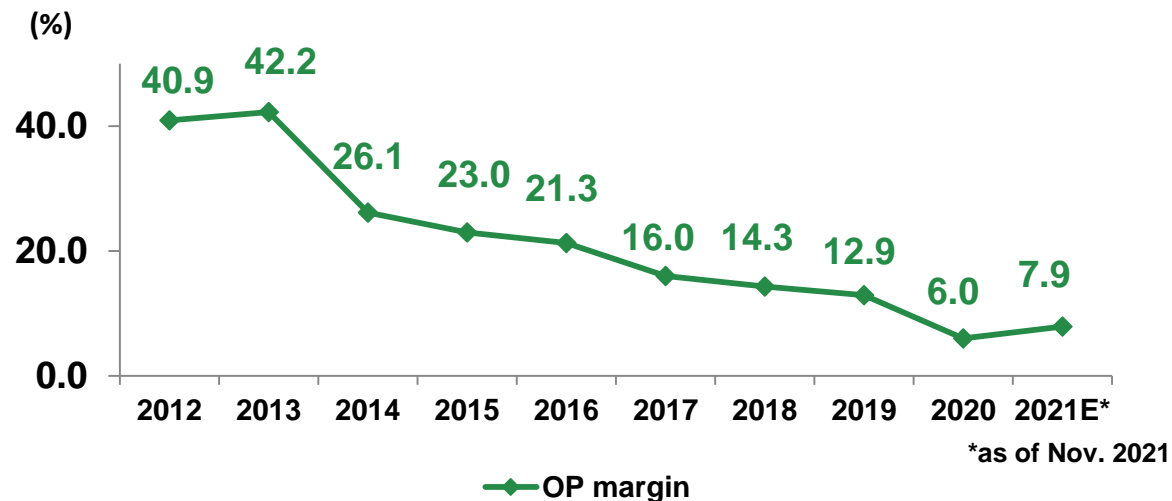
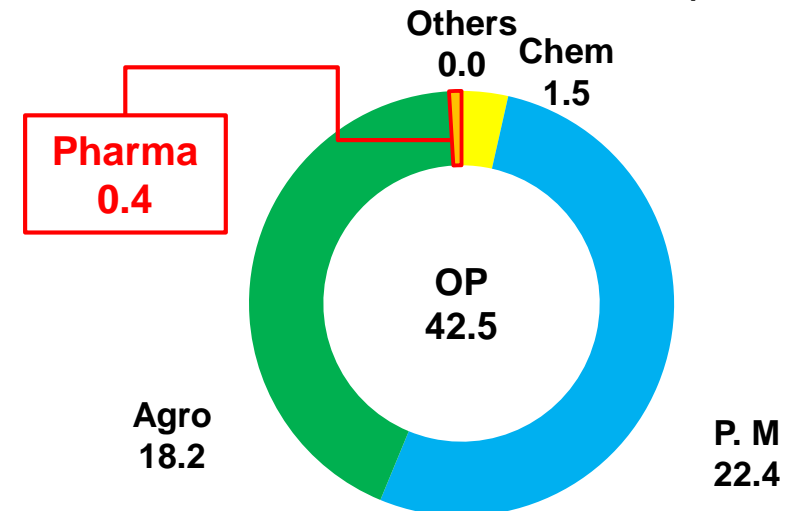
1. FY2020 Sales Distribution (¥billion)



3. Recent Financial Performance (¥billion)

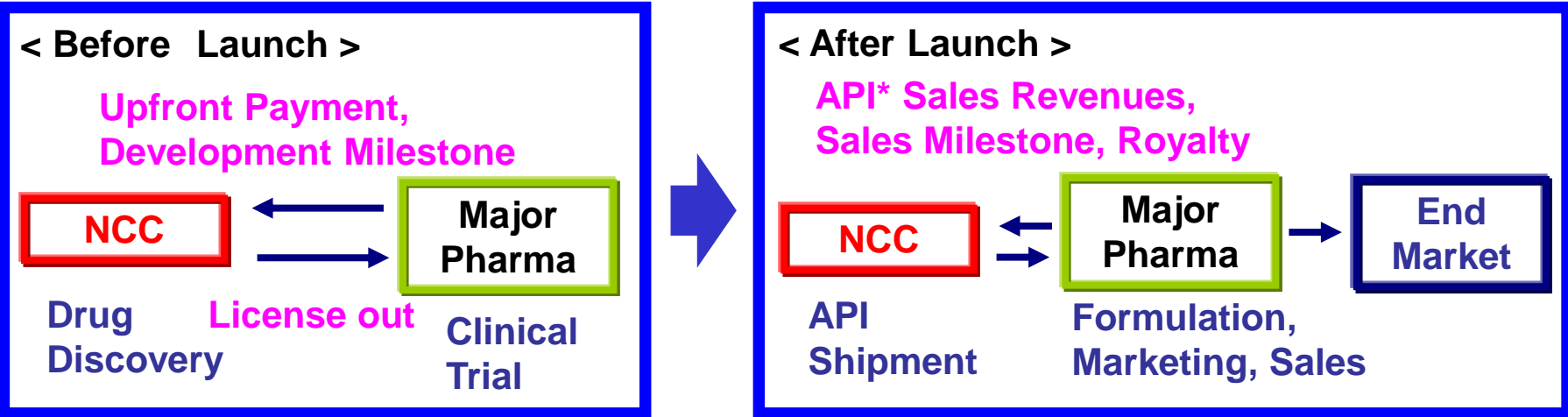


2. FY2020 OP Distribution (¥billion)



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
Domestic End Market Sales (NHI drug price basis, ¥billion)	52.6	34.5
Our Domestic and Export API Sales (¥billion)	10.2	6.9
Our Domestic and Export API Sales YOY Change	-2%	-32%
(Domestic API Sales YOY Change)	(-2%)	(-46%)
(Export API Sales YOY Change)	(-1%)	(+21%)

FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Outlook as of May	FY2021 Outlook as of Nov.
16.7	14.3	12.0	-	-
4.3	4.0	2.8	2.0	2.3
-11%	-7%	-30%	-27%	-17%
(-53%)	(+105%)	(+6%)	(-13%)	(+47%)
(-6%)	(-14%)	(-35%)	(-30%)	(-32%)

- August 2013, domestic compound patent expired
- August 2020, market exclusivity expired in EU
- Currently, available in 28 countries

Pharmaceuticals – (C) Pipeline

Product	Mechanism of action	Expected indications	Development partners
NTC-801	<ul style="list-style-type: none"> Acetylcholine-activated K⁺ channel current (IKACH) inhibition 	<ul style="list-style-type: none"> Arrhythmia (Atrial fibrillation) 	<ul style="list-style-type: none"> Terminated the license agreement with Teijin and BMS in September 2015 Under consideration regarding seeking new partners Adopted as AMED* program in September 2018 Conducting an investigator initiated clinical trial 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	FY2020	FY2021E as of May 2021	FY2021E as of Nov. 2021
Sales	1.2	1.8	2.3	2.4	2.5	2.6	2.9	3.8	3.9	3.9

Sales YOY Change											
FY2019 Actual			FY2020 Actual			FY2021 Outlook as of May 2021			FY2021 Outlook as of Nov. 2021		
1H	2H	Total	1H	2H	Total	1H	2H	Total	1H Actual	2H	Total
0%	+23%	+11%	+12%	+45%	+30%	+28%	-11%	+5%	+29%	-12%	+4%

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. PL Image

(¥billion, OP: new method)

		FY2019	FY2020	FY2020	FY2021	FY2021
		Actual	Outlook as of May 2020	Actual	Outlook as of May 2021	Outlook as of Nov. 2021
Sales	D.D	4.06	2.79	2.88	2.14	2.40
	C.C	2.90	3.56	3.77	3.93	3.92
	Total Segment	6.96	6.35	6.65	6.07	6.32
OP	D.D	-0.12	-0.95	-0.93	-1.51	-1.24
	C.C	1.05	1.38	1.29	1.79	1.75
	Total Segment	0.93	0.43	0.36	0.28	0.51

(Blank)

Pharmaceuticals – (F-1) Sales & Profit Overview

(¥billion)

	FY2020 Actual (A)							FY2021 Outlook as of May 2021					FY2021 Outlook (B) as of Nov. 2021							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	1.50	1.52	3.02	1.40	2.23	3.63	6.65	0.89	2.05	2.94	3.13	6.07	1.07	2.27	3.34	1.86	1.12	2.98	6.32	+0.32	-0.65	-0.33
D.D	0.74	0.79	1.53	0.58	0.77	1.35	2.88	0.49	0.54	1.03	1.11	2.14	0.63	0.78	1.41	0.61	0.38	0.99	2.40	-0.12	-0.36	-0.48
C.C	0.76	0.73	1.49	0.82	1.46	2.28	3.77	0.40	1.51	1.91	2.02	3.93	0.44	1.49	1.93	1.25	0.74	1.99	3.92	+0.44	-0.29	+0.15
OP	-0.07	0.10	0.03	-0.04	0.37	0.33	0.36	-0.33	0.52	0.19	0.09	0.28	-0.19	0.64	0.45	0.31	-0.25	0.06	0.51	+0.42	-0.27	+0.15
D.D	-0.22	-0.14	-0.36	-0.36	-0.21	-0.57	-0.93	-0.40	-0.31	-0.71	-0.80	-1.51	-0.29	-0.15	-0.44	-0.34	-0.46	-0.80	-1.24	-0.08	-0.23	-0.31
C.C	0.15	0.24	0.39	0.32	0.58	0.90	1.29	0.07	0.83	0.90	0.89	1.79	0.10	0.79	0.89	0.65	0.21	0.86	1.75	+0.50	-0.04	+0.46

1Q FY2021 Review <vs. 1Q FY2020>

- (D.D) ◆ LIVALO sales down (domestic up, export down)
◆ Sales down ¥0.11 billion, OP down ¥0.07 billion
- (C.C) ◆ Sales down
◆ Inventory valuation gain ¥0.1 billion (absence of inventory valuation loss recognized in 1Q FY2020)
◆ Sales down ¥0.32 billion, OP down ¥0.05 billion
- (Total) ◆ Sales down ¥0.43 billion, OP down ¥0.12 billion
<vs. 1Q FY2021 Outlook as of May 2021>
- (D.D) ◆ LIVALO sales above target (domestic and export above target)
◆ Sales up ¥0.14 billion, OP up ¥0.11 billion
- (C.C) ◆ Sales above target
◆ Sales up ¥0.04 billion, OP up ¥0.03 billion
- (Total) ◆ Sales up ¥0.18 billion, OP up ¥0.14 billion

2Q FY2021 Review <vs. 2Q FY2020>

- (D.D) ◆ LIVALO sales up (domestic up, export down), other product down
◆ Fixed cost down ¥0.1 billion
◆ Inventory adjustment cost up ¥0.1 billion
◆ Sales down ¥0.01 billion, OP down ¥0.01 billion
- (C.C) ◆ Sales up
◆ Sales up ¥0.76 billion, OP up ¥0.55 billion
- (Total) ◆ Sales up ¥0.75 billion, OP up ¥0.54 billion
<vs. 2Q FY2021 Outlook as of May 2021>
- (D.D) ◆ LIVALO sales above target (domestic and export above target)
◆ Fixed cost below expectations (¥0.1 billion)
◆ Inventory adjustment cost above expectations (¥0.1 billion)
◆ Sales up ¥0.24 billion, OP up ¥0.16 billion
- (C.C) ◆ Sales below target
◆ Sales down ¥0.02 billion, OP down ¥0.04 billion
- (Total) ◆ Sales up ¥0.22 billion, OP up ¥0.12 billion

Pharmaceuticals – (F-2) Sales & Profit Overview

1H FY2021 Review

<vs. 1H FY2020>

- (D.D) ◆ LIVALO sales down(domestic up, export down)
- ◆ Fixed cost down ¥0.1 billion
- ◆ Inventory adjustment cost up ¥0.1 billion
- ◆ Sales down ¥0.12 billion, OP down ¥0.08 billion
- (C.C) ◆ Sales up
- ◆ Inventory valuation gain ¥0.1 billion
- ◆ Inventory adjustment cost down ¥0.1 billion
- ◆ Sales up ¥0.44 billion, OP up ¥0.50 billion
- (Total) ◆ Sales up ¥0.32 billion, OP up ¥0.42 billion

<vs. 1H FY2021 Outlook as of May 2021>

- (D.D) ◆ LIVALO sales above target
(domestic and export above target)
- ◆ Fixed cost below expectations (0.1 billion)
- ◆ Inventory adjustment cost above expectations (0.1 billion)
- ◆ Sales up ¥0.38 billion, OP up ¥0.27 billion
- (C.C) ◆ Sales above target
- ◆ Sales up ¥0.02 billion, OP down ¥0.01 billion
- (Total) ◆ Sales up ¥0.40 billion, OP up ¥0.26 billion

2H FY2021 Outlook

<vs. 2H FY2020>

- (D.D) ◆ LIVALO sales down(domestic up, export down)
- ◆ Fixed cost up ¥0.1 billion
- ◆ Inventory adjustment cost down ¥0.1 billion
- ◆ Sales down ¥0.36 billion, OP down ¥0.23 billion
- (C.C) ◆ Sales down
- ◆ Inventory valuation gain ¥0.1 billion
- ◆ Inventory adjustment cost down ¥0.2 billion
- ◆ Sales down ¥0.29 billion, OP down ¥0.40 billion
- (Total) ◆ Sales down ¥0.65 billion, OP down ¥0.27 billion

<vs. 2H FY2021 Outlook as of May 2021>

- (D.D) ◆ LIVALO sales below target
(domestic above target, export below target)
- ◆ Sales down ¥0.12 billion, OP in line with target
- (C.C) ◆ Sales below target
- ◆ Inventory adjustment cost below expectations (0.1 billion)
- ◆ Sales down ¥0.03 billion, OP down ¥0.03 billion
- (Total) ◆ Sales down ¥0.15 billion, OP down ¥0.03 billion

FY2019																																				
April	• Established Nomination and Remuneration Advisory Committee as an optional advisory body of the Board of Directors																																			
June	• Introduced a performance-linked stock compensation plan called a Board Benefit Trust for members of the Board of Directors, etc.																																			
January	• NCC was selected as one of the 50 candidates among all listed companies of the FY2019 Corporate Value Improvement Award hosted by the Tokyo Stock Exchange for the 2nd consecutive year (FY2020 Award suspended)																																			
FY2020																																				
June	• NCC was selected as an inclusion in the S&P/JPX Carbon Efficient Index for the 2nd consecutive year																																			
August	• NCC announced its support for recommendations of Task Force on Climate-related Financial Disclosures (TCFD)																																			
November	• NCC was selected as an inclusion in the Dow Jones Sustainability Asia Pacific Index for the 3rd consecutive year																																			
December	• NCC was listed on Water Security “A List” for the 2nd consecutive year and Climate Change “A- List” for the first time by CDP																																			
January	<p>• NCC established new long-term target for reducing greenhouse gas (GHG) emissions Mid-term target in Vista2021(FY2016-2021) : Reducing GHG emissions by 20% from FY2011 levels by FY2021 → Achieved 27% reduction in FY2019 compared to FY2011 New long-term target: Reducing GHG emissions by 30% from FY2018 levels by FY2030</p> <p>GHG emissions (1,000t-CO₂)</p> <table border="1"> <thead> <tr> <th>FY</th> <th>2011</th> <th>2018</th> <th>2019</th> <th>2020</th> <th>2021</th> <th>2030</th> </tr> </thead> <tbody> <tr> <td>Mid-term target in Vista2021</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>359</td> <td>-</td> </tr> <tr> <td>Actual</td> <td>448</td> <td>363</td> <td>327</td> <td>318</td> <td>-</td> <td>-</td> </tr> <tr> <td>New long-term target</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>254</td> </tr> <tr> <td>Average of 5 major Japanese chemical companies</td> <td>-</td> <td>-</td> <td>5,069</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	FY	2011	2018	2019	2020	2021	2030	Mid-term target in Vista2021	-	-	-	-	359	-	Actual	448	363	327	318	-	-	New long-term target	-	-	-	-	-	254	Average of 5 major Japanese chemical companies	-	-	5,069	-	-	-
FY	2011	2018	2019	2020	2021	2030																														
Mid-term target in Vista2021	-	-	-	-	359	-																														
Actual	448	363	327	318	-	-																														
New long-term target	-	-	-	-	-	254																														
Average of 5 major Japanese chemical companies	-	-	5,069	-	-	-																														
FY2021																																				
April	• Announced its Diversity Statement and Diversity Vision																																			
June	• One female Outside Director added, as a result, the Board of Directors includes 4 Outside Directors out of 10																																			
July	• NCC was selected as a constituent of FTSE4Good Index Series and FTSE Blossom Japan Index for 2nd consecutive years																																			
November	• Published “Integrated Report 2021” https://www.nissanchem.co.jp/eng/ir_info/archive/ar/ar2021.pdf																																			
FY2022																																				
June	• Plan to reduce GHG emissions by melamine production stop (26,000 tons, equivalent to about 7% of FY2018)																																			

Capex/Depreciation/R&D by Segment

(¥billion)

	Capex (1)						Depreciation (2)						R&D expenses						% of Sales (4)
	2017	2018	2019	2020	2021E May 2021	2021E Nov. 2021	2017	2018	2019	2020	2021E May 2021	2021E Nov. 2021	2017	2018	2019	2020	2021E May 2021	2021E Nov. 2021	
Chem	2.6	2.0	3.1	4.9	4.4	2.6	1.7	1.8	1.9	2.2	2.9	2.7	0.6	0.6	0.4	0.3	0.3	0.3	0.8%
Performance M.	7.2	3.3	3.3	3.2	5.6	6.3	5.9	6.0	5.2	4.5	4.1	4.0	8.1	8.2	7.7	7.0	7.3	7.2	8.9%
Agro (3)	2.6	3.3	7.9	6.4	1.8	1.4	1.4	1.7	2.3	2.6	2.8	2.7	4.3	4.5	4.6	4.4	4.5	4.3	6.5%
Pharma	0.7	0.5	0.6	0.5	0.7	0.6	0.7	0.6	0.6	0.5	0.6	0.5	2.5	2.5	2.5	2.4	2.4	2.2	34.9%
Trading	0.0	0.1	0.1	0.1	0.1	0.1	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	0.7	0.7	0.7	0.8	0.8	0.7	0.7	0.4	0.5	0.4	0.5	1.7	2.0	2.0	2.4	2.3	2.4	-
Total	13.7	9.9	15.7	15.8	13.4	11.8	10.5	10.9	10.5	10.4	10.9	10.5	17.2	17.8	17.2	16.5	16.8	16.4	
	R&D expenses/Sales (4)												8.9%	8.7%	8.3%	7.9%	9.8%	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. 2021) –A	470
Total Professionals (Sept. 2021) –B	1,215
A/B	39%

(3) Including the acquisitions of QUINTEC in FY2019 (¥6.3 billion) and DITHANE in FY2020 (¥5.4 billion)

※Parent company only

※Round number

(4) 2021E: Including Sales decrease due to changes in accounting policies (see p2, 15, 16)

Main Capex Items (Approval Basis)

(¥billion)

FY2018 Actual		FY2019 Actual		FY2020 Actual		FY2021 Outlook	
Chemical Research Lab. (Instruments)	0.7	Isocyanuric acid (1) (Production capacity expansion)	1.9	Materials Research Lab. (Instruments)	1.4	Agro (Production facilities)	4.0
Materials Research Lab. (Instruments)	0.7	Chemical Research Lab. (Instruments)	0.7	IT Systems	1.1	IT Systems	1.4
Agro (Product development facilities)	0.6	Materials Research Lab. (Instruments)	0.6	Agro (Production facilities)	0.9	Display (Production facilities)	1.3
NSU R&D Center	0.5	Display (Production facilities)	0.5	Semis (Analysis instruments)	0.8	Chemical Research Lab. (Instruments)	0.8
TEPIC (Production capacity expansion)	0.5	Biological Research Lab. (Instruments)	0.3	Chemical Research Lab. (Instruments)	0.7	Materials Research Lab. (Instruments)	0.5
Biological Research Lab. (Instruments)	0.4	TEPIC (Production facilities)	0.2	NCK Semis (Production capacity expansion)	0.4	Semis (Production test facilities)	0.3
Semis (Production test facilities)	0.2	(1) Fine Chemicals materials (see p18)		Biological Research Lab. (Instruments)	0.2	Biological Research Lab. (Instruments)	0.3
SNOWTEX (Production capacity expansion)	0.2						

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

(¥billion)

1. PL (1)

	FY2018	FY2021	FY2021	FY2021
	Actual	Mid-term Plan announced in May 2016	Current Mid-term Plan announced in May 2019	Outlook as of Nov. 2021
Sales	204.9	250.0	235.0	205.5
Operating Profit	37.1	40.0	43.0	47.4
Ordinary Income	39.1	40.8	44.0	48.8
Net Income	29.4	31.0	33.0	36.4
EPS (¥/share)	197.67	-	230.00	255.10
Dividend (¥/share)	82	-	-	114
FX Rate (¥/\$)	111	115	110	108
Naphtha (¥/kl)	49,700	51,100	43,000	-
Crude Oil (JCC) (\$/bbl)	-	-	64	73

Despite COVID-19, we are expected to achieve the financial targets (indicated in Current Mid-term Plan) in FY2021.

(Financial Targets)

	FY2018	FY2021	FY2020, FY2021	FY2021
	Actual	Mid-term Plan announced in May 2016	Current Mid-term Plan announced in May 2019	Outlook as of Nov. 2021
OP Margin	18.1%	Above 15%	Above 18%	23.1%
ROE	16.6%	Above 14%	Above 16%	18.1%
Dividend Payout Ratio	41.5%	40%	45%	44.7%

2. Segment (1)(2)

(¥billion)

	Sales				Operating Profit			
	FY2018	FY2021	FY2021	FY2021	FY2018	FY2021	FY2021	FY2021
	Actual	Mid-Term Plan announced in May 2016	Current Mid-Term Plan announced in May 2019	Outlook as of Nov. 2021	Actual	Mid-Term Plan announced in May 2016	Current Mid-Term Plan announced in May 2019	Outlook as of Nov. 2021
Chem	35.7	40.5	43.1	36.4	3.0	4.5	5.1	2.9
Performance M.	63.0	82.9	75.1	80.9	15.0	18.4	17.3	26.3
Agro	62.7	67.0	70.1	65.8	18.4	16.7	21.1	18.2
Pharma	7.0	8.3	7.5	6.3	1.0	2.4	0.7	0.5
Trading, Others, Adj	36.5	51.3	39.2	16.1	-0.3	-2.0	-1.2	-0.5
Total	204.9	250.0	235.0	205.5	37.1	40.0	43.0	47.4

(1) FY2021 Outlook: Including Sales decrease due to changes in accounting policies (see p2, 15, 16) (2) Including inter-segment sales/transfers

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

1. Cash Flows

(¥billion)

	Total FY2016-2018	Total FY2019-2021 (round number)	Total FY2019-2021
	Actual	Mid-Term Plan announced in May 2019	FY2019-20 Actual, FY2021 Outlook
CF from operating activities	102.1	115.0	114.8
CF from investing activities	-39.2	-45.0	-42.3
CF from financing activities	-62.0	-75.0	-77.3
(Total payout to shareholders (dividend & share repurchase))	-55.6	-70.0	-72.5
(Repayment of borrowings)	-6.4	-5.0	-3.9

	FY2018	FY2021	FY2021
	Actual	Mid-Term Plan announced in May 2019	Outlook as of Nov. 2021
Cash at end of fiscal year	36.2	30.0	32.2
Liabilities with Interest at end of fiscal year	24.6	21.0	22.7

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

(¥billion)

(person)

	Capex			Depreciation			R&D expenses			Researchers	
	Total FY2016-2018	Total FY2019-2021	Total FY2019-2021	Total FY2016-2018	Total FY2019-2021	Total FY2019-2021	Total FY2016-2018	Total FY2019-2021	Total FY2019-2021	FY2020	FY2021
	Actual	Mid-Term Plan announced in May 2019	FY2019-20 Actual, FY2021 Outlook	Actual	Mid-Term Plan announced in May 2019	FY2019-20 Actual, FY2021 Outlook	Actual	Mid-Term Plan announced in May 2019	FY2019-20 Actual, FY2021 Outlook	Actual	Mid-Term Plan announced in May 2019
Chemicals	6.6	14.7	10.6	5.2	9.4	6.8	1.6	1.4	1.0	5	10
Performance Materials	18.9	17.8	12.8	16.7	17.0	13.7	24.3	26.7	21.9	190	210
Agrochemicals	8.3	8.2	15.7	4.4	5.5	7.6	12.6	14.8	13.3	90	95
Pharmaceuticals	2.1	1.7	1.7	2.1	1.8	1.6	7.2	7.1	7.1	75	90
Trading, Others, Adjustment	2.0	2.3	2.5	1.9	3.1	1.7	5.4	8.0	6.8	100	75
Total	37.9	44.7	43.3	30.3	36.8	31.4	51.1	58.0	50.1	460	480

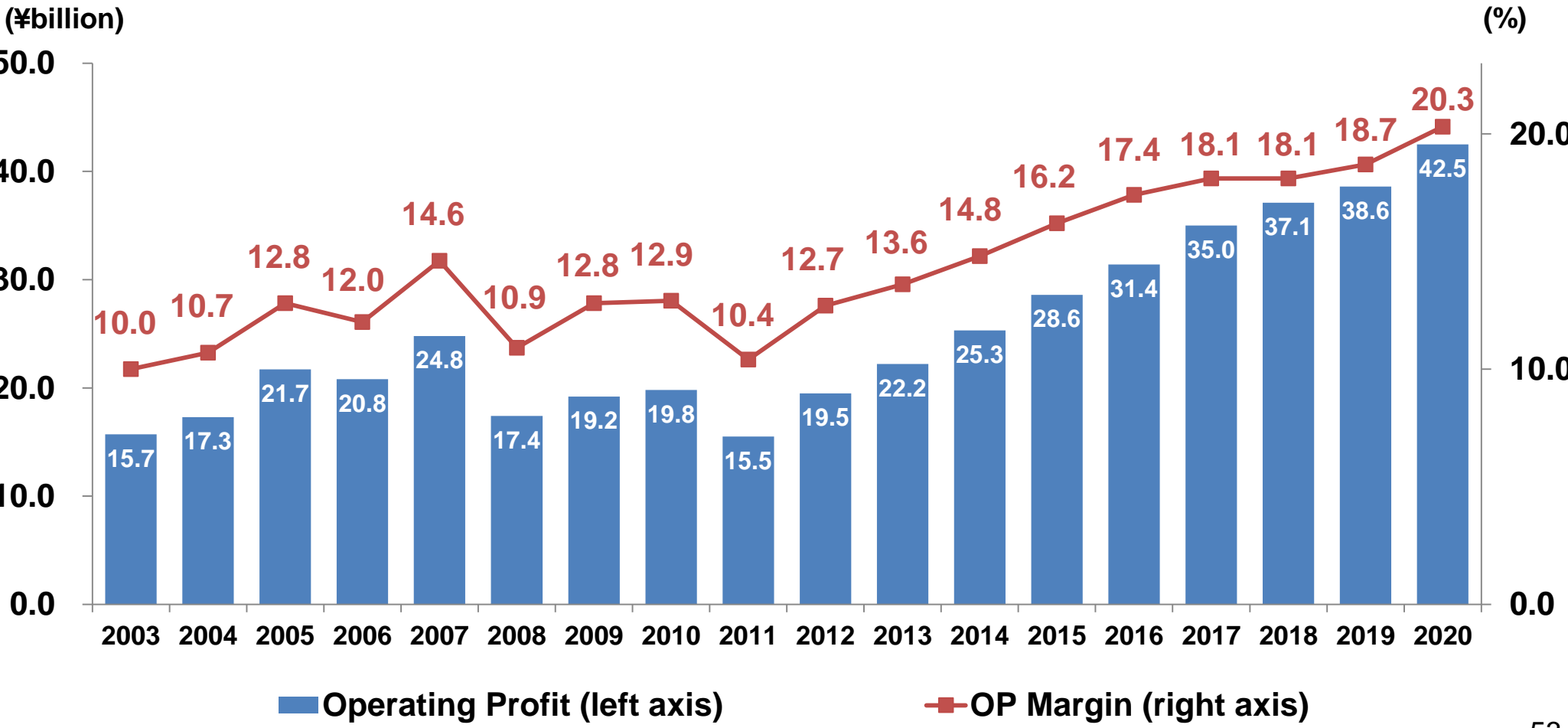
FY2021 Mid-term Plan vs. FY2021 Outlook

(¥billion)

		FY2021 Mid-term Plan (A)	FY2021 Outlook (B) (2021/11)	(B) - (A)	
Chemicals	Sales	43.1	36.4	-6.7	Fine Chemicals: total below target Above target: TEPIC (general applications) Below target: TEPIC (electronic materials), environmental related products, FO (cosmetic raw materials)
					Basic Chemicals: total below target Above target: urea including AdBlue Below target: melamine (domestic, export)
	OP	5.1	2.9	-2.2	Total Sales below target, fixed cost below expectations Fine Chemicals OP below target, Basic Chemicals OP below target
Performance Materials	Sales	75.1	80.9	+5.8	DP: total above target Above target: photo IPS Below target: rubbing IPS, VA, TN, other display materials
					Semis: total above target Above target: KrF, ArF, multi layer process materials, EUV materials Below target: 3D packaging process materials, CMOS image sensor materials
	OP	17.3	26.3	+9.0	Total Sales above target, fixed cost below expectations (DP, Semis, Inorganic) DP OP above target, Semis OP above target, Inorganic OP below target
Agro	Sales	70.1	65.8	-4.3	Above target: DITHANE, QUINTEC, LEIMAY Below target: Fluralaner, GRACIA, ROUNDUP (ML, AL: below), TARGA, PERMIT
	OP	21.1	18.2	-2.9	Sales below target, fixed cost above expectations
Pharma	Sales	7.5	6.3	-1.2	Drug Discovery: total in line with target Above target: LIVALO (domestic) Below target: LIVALO (export), up-front and milestone payments
					Custom Chemicals: total below target Below target: GE API products, peptide CMO
Trading, Others, Adjustment	Sales	39.2	16.1	-23.1	Below target: Trading (-1.5), Other domestic subsidiaries (-1.3), Adjustment etc (-20.3 including Sales decrease due to changes in accounting policies (see p2, 15, 16))
	OP	-1.2	-0.5	+0.7	Trading OP in line with target, Other domestic subsidiaries OP below target (-0.2), Adjustment others (+0.9)
Total	Sales	235.0	205.5	-29.5	
	OP	43.0	47.4	+4.4	

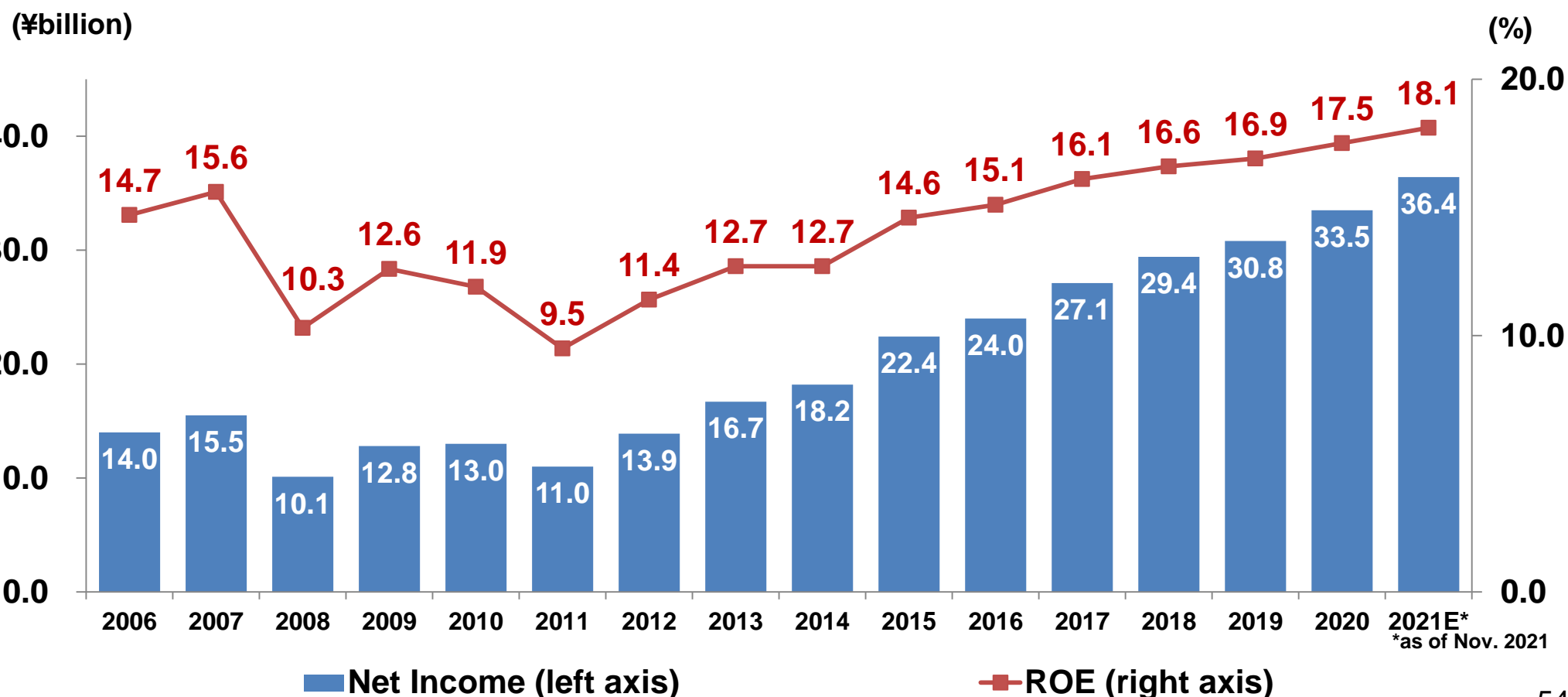
Our Characteristics - (A) Recording Stable OP Margin

◆ NCC has recorded more than 10% OP margin in 18 consecutive years (FY2003-2020)



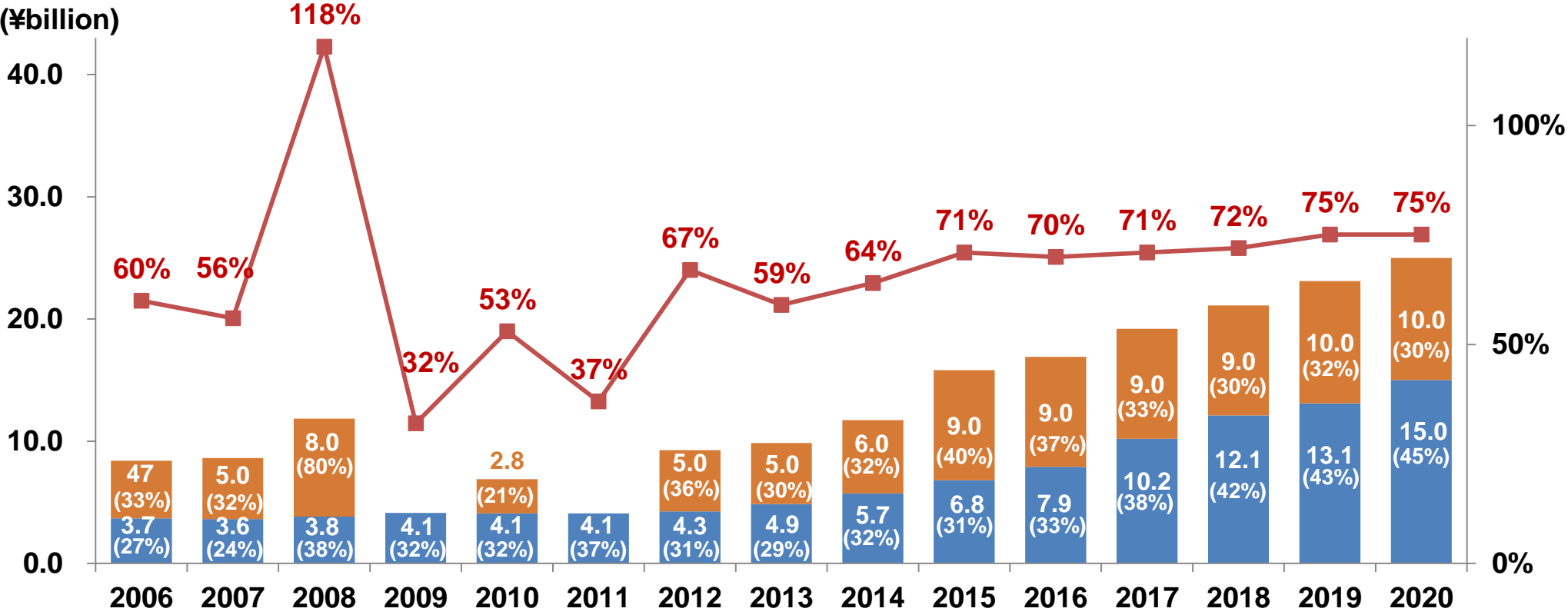
Our Characteristics - (B) High ROE

- ◆ The most important financial indicator for a long time
- ◆ Mid-Term Plan FY2019-2021 Target : Maintain above 16%
⇒ Achieved in FY2019 (16.9%), FY2020 (17.5%)



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

- ◆ Maintaining an aggressive shareholders return policy
- ◆ Mid-Term Plan FY2016-2018 Target : Maintaining 70%
⇒ Achieved in FY2016-2018
- ◆ Mid-Term Plan FY2019-2021 Target : 72.5% in FY2019, 75% in FY2020-2021
⇒ Achieved in FY2019 (75.1%) , FY2020 (74.6%)



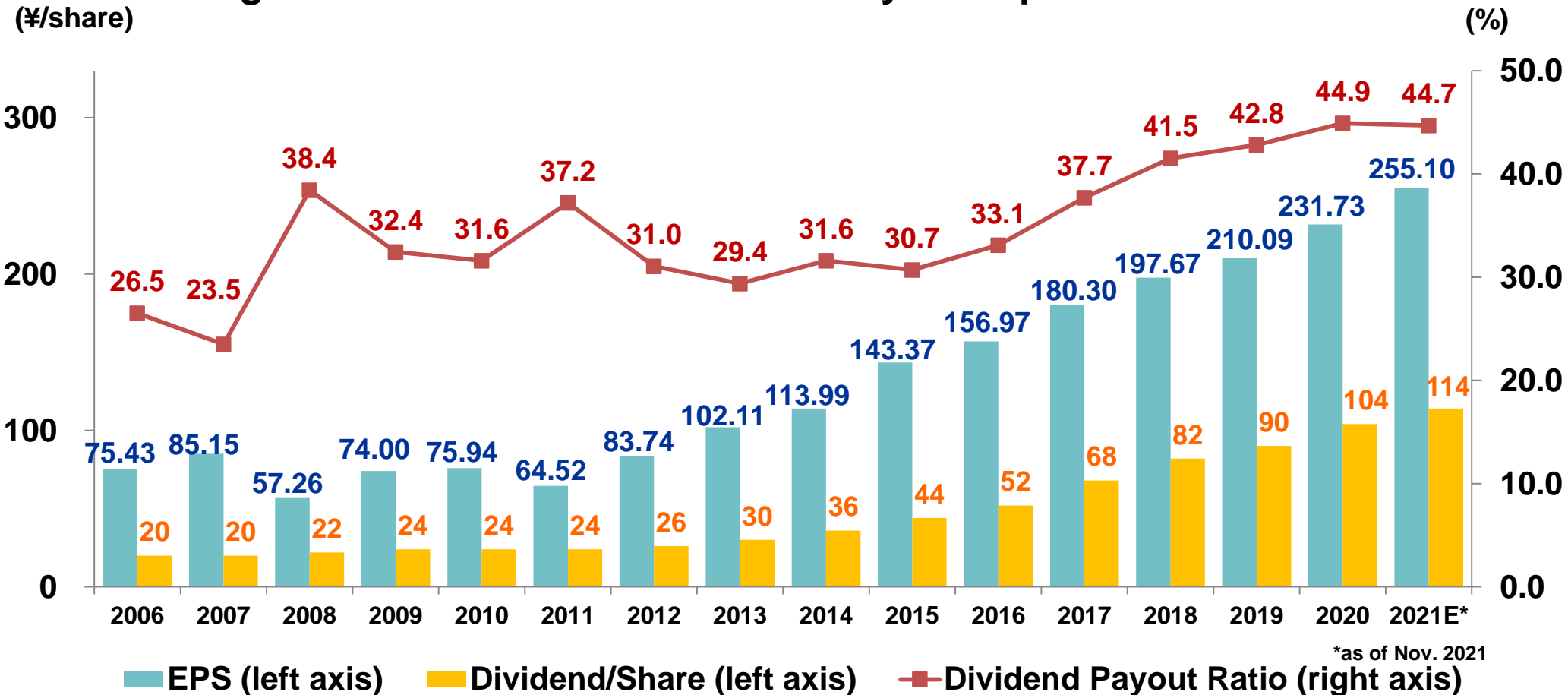
■ Share Repurchase Amount (left axis) (percentage of net income)
 ■ Total Dividend Amount (left axis) (percentage of net income)
 —■— Total Payout Ratio (right axis)

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%)

◆ Mid-Term Plan FY2019-2021 Target : 42.5% in FY2019, 45% in FY2020-2021
 ⇒ Achieved in FY2019 (42.8%), FY2020 (44.9%)

◆ Increasing dividend/share in 9 consecutive years up to FY2020
 (¥/share)



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

- ◆ Started share repurchase in FY2006 only to enhance ROE, repurchased ¥92.5 billion, 42.7 million shares (22.8% of shares issued) in total from FY2006 to FY2020

- ◆ **Cancelled all repurchased shares**

Shareholders Return FY2006 - 2020

(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	2010	2012	2013	2014	2015	2016	2017	2018	2019	2020	Total
Shares purchased (1) (thousand shares)	3,500	3,399	7,355	2,167	6,372	3,263	2,764	3,333	2,621	2,292	1,682	2,138	1,829	42,715
Purchase costs (1) (¥billion)	4.7	5.0	8.0	2.8	5.0	5.0	6.0	9.0	9.0	9.0	9.0	10.0	10.0	92.5
Shares cancelled (thousand shares)	3,000	3,635	7,000	3,000	6,000	4,000	3,000	2,000	2,000	3,000	2,000	3,000	1,000	42,635
Shares issued at FY end (million shares)	185	181	174	171	165	161	158	156	154	151	149	146	145	-
Treasury shares at FY end (2) (thousand shares)	1,367	1,233	1,660	885	1,258	522	287	1,621	2,242	1,535	1,218	523	1,352	-
Total payout ratio (dividend + share repurchase)(%)	60	56	118	53	67	59	64	71	70	71	72	75	75	-

*No share repurchase in FY2009 and FY2011

- ◆ Share repurchase and cancel program

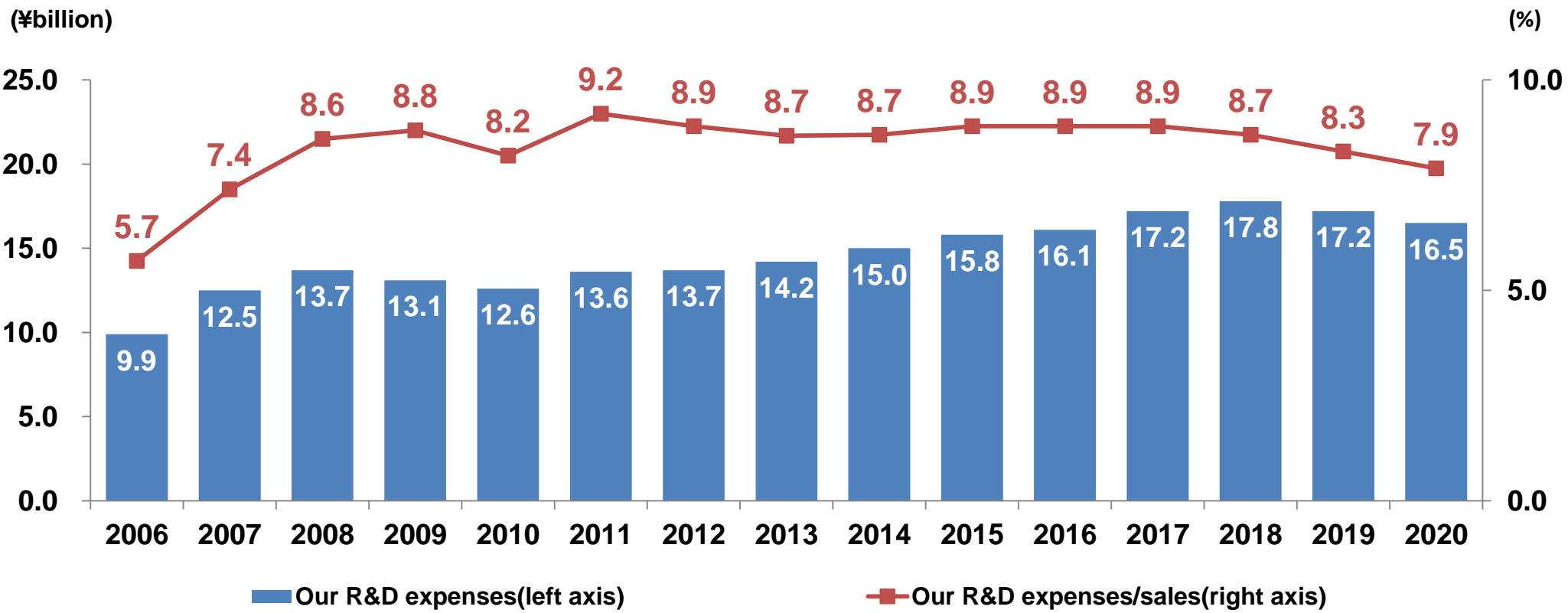
Fiscal Year	2018			2019			2020			2021
	1H	2H	Total	1H	2H	Total	1H	2H	Total	1H
Shares purchased (thousand shares) (1)	976	706	1,682	1,270	868	2,138	1,334	495	1,829	1,262
Purchase costs (¥billion) (1)	5.0	4.0	9.0	6.0	4.0	10.0	7.0	3.0	10.0	7.0
Shares cancelled (thousand shares)	2,000	0	2,000	2,000	1,000	3,000	1,000	0	1,000	2,000

- ◆ 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

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

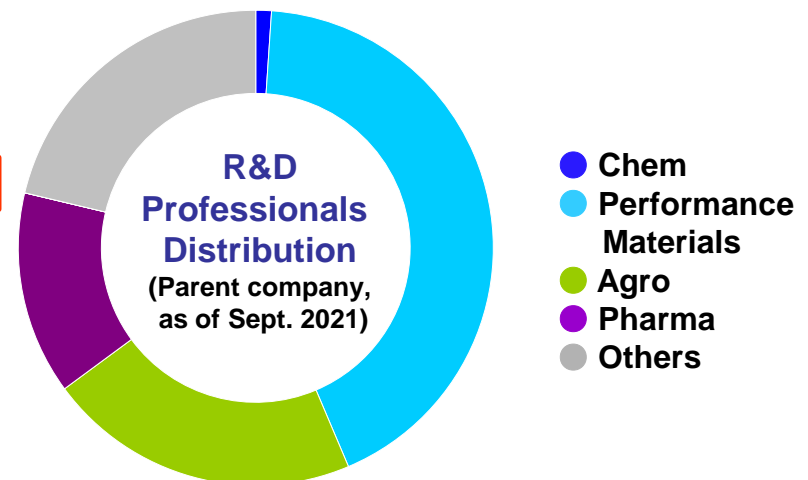
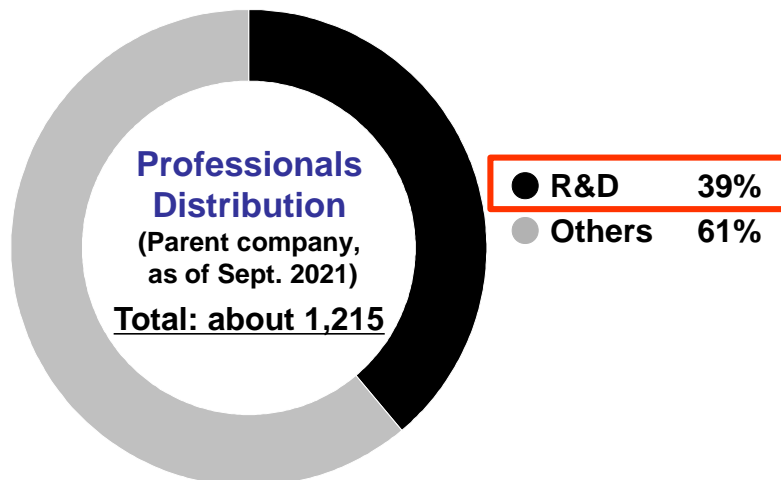
- ◆ FY2020 R&D expenses/sales: 7.9%
- ◆ Maintaining above 8% R&D expenses/sales in recent years
- ◆ About 40% of profession staff assigned to R&D centers



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

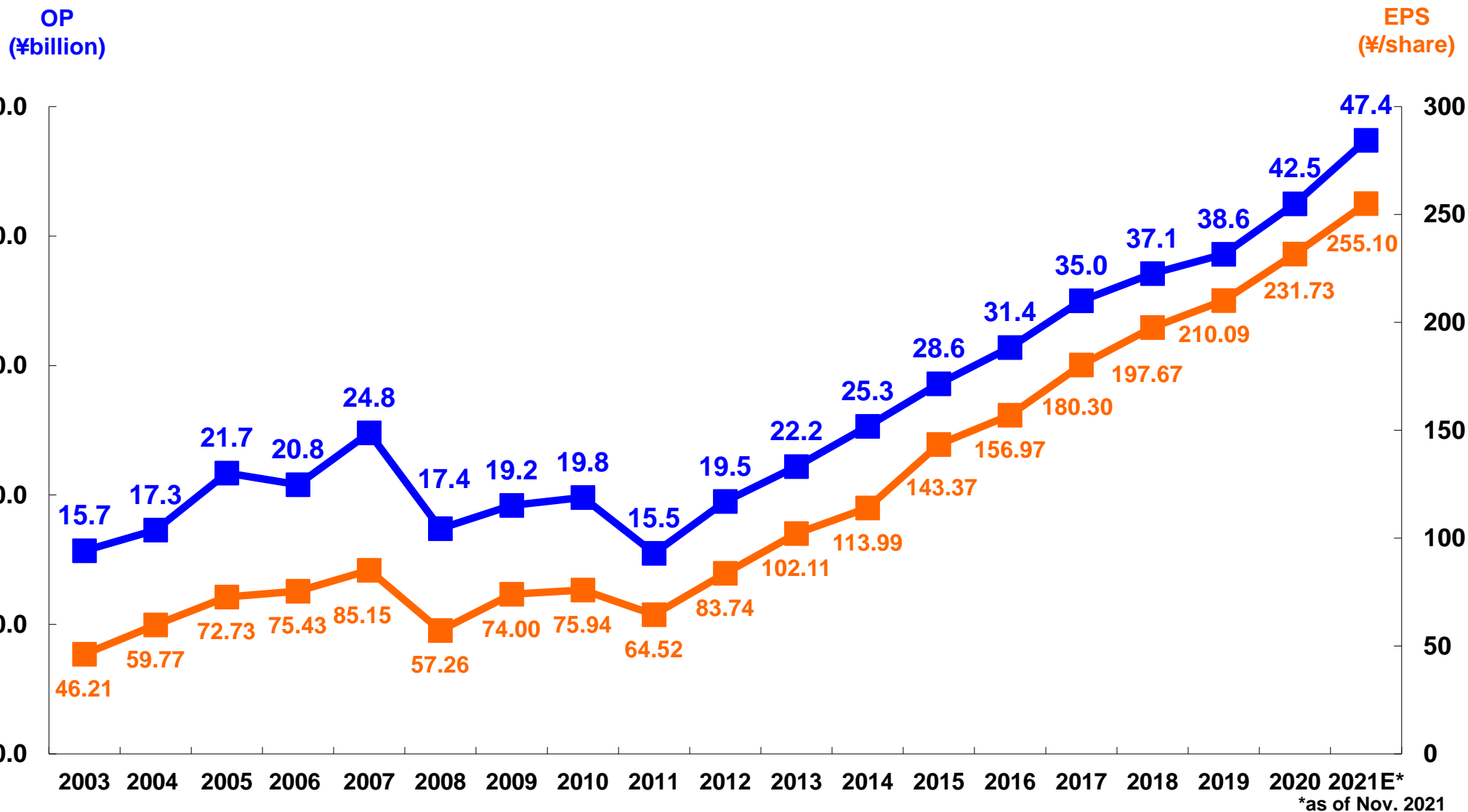
◆ R&D by segment

Segment	FY2020 Actual				
	Sales (¥billion)	OP (¥billion)	OP margin	R&D expenses (¥billion)	% of Sales
Chemicals	31.9	1.5	4.7%	0.3	0.9%
Performance Materials	71.6	22.4	31.3%	7.0	9.8%
Agrochemicals	63.8	18.2	28.5%	4.4	6.9%
Pharmaceuticals	6.7	0.4	6.0%	2.4	35.8%
Others	-	-	-	2.4	-
Total (including others and adjustment)	209.1	42.5	20.3%	16.5	7.9%



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Long-term Financial Performance Trend



Long Term Financial Performance Trend (1)

(¥billion)

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021E*
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	209.1	205.5
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	42.5	47.4
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	43.9	48.8
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	33.5	36.4
EBITDA	26.1	26.9	31.6	30.5	34.5	27.6	30.1	30.3	25.9	29.1	30.8	33.8	38.3	40.3	45.5	48.0	49.2	53.0	57.9
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%	20.3%	23.1%
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%	17.5%	18.1%
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	231.73	255.10
Dividend(¥/share)	11	11	15	20	20	22	24	24	24	26	30	36	44	52	68	82	90	104	114
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%	44.9%	44.7%
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	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	265.5	-
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	200.6	-
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	32.4	-
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	22.7	-
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%	74.9%	-
Capex	6.6	6.6	9.2	12.1	10.9	13.9	10.1	9.6	8.3	7.9	8.8	9.8	10.2	14.3	13.7	9.9	15.7	15.8	11.8
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	10.5
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	16.5	16.4
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%	7.9%	8.0%

(1) FY2021 Outlook: Including Sales decrease due to changes in accounting policies (see p2, 15, 16)

*as of Nov. 2021

FY2017 - 2Q FY2021 Quarterly Sales by Segment (1)(2)(3)

(¥billion)

	FY2017 Actual					FY2018 Actual					FY2019 Actual					FY2020 Actual					FY2021 Actual	
	1Q	2Q	3Q	4Q	Total	1Q	2Q	3Q	4Q	Total	1Q	2Q	3Q	4Q	Total	1Q	2Q	3Q	4Q	Total	1Q	2Q
Chem	8.8	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	8.3	8.9	31.9	8.8	8.3
Fine	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	2.8	3.2	11.4	3.2	3.0
Basic	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	5.5	5.7	20.5	5.6	5.3
P.M	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	19.2	17.8	71.6	20.0	19.6
Agro	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	6.3	31.8	63.8	13.4	11.6
Pharma	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	1.4	2.3	6.7	1.1	2.2
D.D	-	-	-	-	-	-	-	-	-	-	1.4	0.7	0.9	1.0	4.1	0.7	0.8	0.6	0.8	2.9	0.6	0.8
C.C	-	-	-	-	-	-	-	-	-	-	0.5	0.8	0.6	1.0	2.9	0.8	0.7	0.8	1.5	3.8	0.4	1.5
Trading	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	17.8	18.3	69.8	17.8	18.6
Others	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	6.8	7.6	23.8	4.9	5.5
Adj.	-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	-16.1	-15.8	-58.5	-19.5	-20.5
Total	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	43.7	70.9	209.1	46.5	45.3

(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 (cosmetic raw materials etc.) was transferred from Basic Chemicals to Fine Chemicals

FY2017 - 2Q FY2021 Quarterly OP by Segment (1)(2)

(¥billion)

	FY2017 Actual (Old method)					FY2018 Actual (Old method)					FY2019 Actual (New method)					FY2020 Actual (New method)					FY2021 Actual (New method)	
	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	1.2	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	0.7	0.9	1.5	1.3	-0.1
P.M	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	6.3	5.4	22.4	7.0	6.2
Agro	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	-1.3	11.7	18.2	4.1	2.9
Pharma	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	0.0	0.4	0.4	-0.2	0.7
D.D	-	-	-	-	-	-	-	-	-	-	0.2	-0.2	-0.2	0.0	-0.1	-0.2	-0.1	-0.4	-0.2	-0.9	-0.3	-0.2
C.C	-	-	-	-	-	-	-	-	-	-	0.2	0.3	0.2	0.4	1.1	0.2	0.2	0.3	0.6	1.3	0.1	0.8
Trading	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	0.7	0.6	2.5	0.7	0.6
Others	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	0.4	0.4	0.8	0.1	-0.1
Adj.	-0.6	-0.8	-0.7	-0.5	-2.6	-0.9	-0.7	-0.8	-0.8	-3.2	-1.1	-0.6	-0.7	-0.3	-2.7	-0.8	-0.8	-1.2	-0.5	-3.3	-1.1	-0.8
Total	10.0	7.3	5.1	12.6	35.0	10.7	8.7	4.4	13.3	37.1	9.3	8.7	3.5	17.1	38.6	9.8	8.2	5.6	18.9	42.5	11.9	9.4

(1) FY2019-2021 : New OP 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.

Sales and OP by Segment (1)(2)(3)(4)

<Sales (A)>

(¥billion)

*as of Nov. 2021

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021E*
Chem	38.1	36.9	34.5	35.5	34.3	34.3	34.8	34.9	35.7	34.3	31.9	36.4
P.M	38.0	34.0	37.4	42.8	49.4	51.8	52.8	58.8	63.0	65.5	71.6	80.9
Agro	34.4	33.8	35.4	39.1	45.7	47.5	52.0	58.1	62.7	64.0	63.8	65.8
Pharma	9.6	10.0	12.7	11.6	8.8	8.7	8.0	7.5	7.0	7.0	6.7	6.3
Trading	44.1	44.8	46.6	50.7	54.4	55.6	55.2	59.5	67.9	67.9	69.8	75.1
Others	27.0	20.0	21.2	21.4	20.9	20.9	24.0	21.5	24.6	22.4	23.8	23.5
Adj.	-37.0	-30.9	-34.0	-37.4	-42.3	-41.9	-46.5	-46.9	-56.0	-54.3	-58.5	-82.5
Total	154.2	148.6	153.8	163.7	171.2	176.9	180.3	193.4	204.9	206.8	209.1	205.5

<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	1.5	2.9
P.M	7.9	4.8	7.2	8.8	12.0	12.0	12.5	14.2	15.0	17.0	22.4	26.3
Agro	4.8	4.4	5.0	6.2	9.2	10.8	13.2	16.4	18.4	19.3	18.2	18.2
Pharma	4.4	4.6	5.2	4.9	2.3	2.0	1.7	1.2	1.0	0.9	0.4	0.5
Trading	1.4	1.3	1.4	1.5	1.7	1.8	1.7	1.8	2.0	2.1	2.5	2.3
Others	1.0	0.3	0.7	0.8	0.6	0.5	1.0	0.6	0.9	0.7	0.8	0.6
Adj.	-2.1	-1.5	-1.9	-1.9	-2.4	-2.4	-2.5	-2.6	-3.2	-2.7	-3.3	-3.4
Total	19.8	15.5	19.5	22.2	25.3	28.6	31.4	35.0	37.1	38.6	42.5	47.4

FY2020
30.8
51.0
82.8
9.6
26.2
12.8
52.3
265.5

<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%	4.7%	8.0%
P.M	20.8%	14.1%	19.3%	20.6%	24.3%	23.2%	23.7%	24.1%	23.8%	26.0%	31.3%	32.5%
Agro	14.0%	13.0%	14.1%	15.9%	20.1%	22.7%	25.4%	28.2%	29.3%	30.2%	28.5%	27.7%
Pharma	45.8%	46.0%	40.9%	42.2%	26.1%	23.0%	21.3%	16.0%	14.3%	12.9%	6.0%	7.9%
Trading	3.2%	2.9%	3.0%	3.0%	3.1%	3.2%	3.1%	3.0%	2.9%	3.1%	3.6%	3.1%
Others	3.7%	1.5%	3.3%	3.7%	2.9%	2.4%	4.2%	2.8%	3.7%	3.1%	3.4%	2.6%
Total	12.9%	10.4%	12.7%	13.6%	14.8%	16.2%	17.4%	18.1%	18.1%	18.7%	20.3%	23.1%

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

4.9%
43.9%
22.0%
4.2%
9.5%
6.3%
16.0%

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

(2) Including inter-segment sales/transfers

(3) FY2019-2021E : New OP method (see p64)

(4) FY2021E: Including Sales decrease due to changes in accounting policies (see p2, 15, 16)

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 SANMITE, MITOKOHNE, STARMITE GRACIA ◆ Fungicide PULSOR, IKARUGA, GREATAM (THIFLUZAMIDE) LEIMAY/ORACLE QUINTEC (QUINOXYFEN) DITHANE (MANCOZEB) ◆ Animal health products Fluralaner	soybean, rapeseed, sugarbeet corn, sugarcane, rice rice non-selective herbicide for orchard, noncrop land fruits, tea, vegetables vegetables, tea potato, rice, turf potato, vegetables, grape fruits, vegetables 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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