



**Nissan Chemical**  
CORPORATION  
WHERE IT ALL BEGINS

**November 10, 2023**

# Presentation for Investors

**2Q FY2023 (April 1, 2023 - September 30, 2023) Financial Results**

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

**Presented by DAIMON Hideki**  
Director, Senior Managing Executive Officer & CFO

**Q&A session: YAGI Shinsuke**  
Representative Director, President & COO

**Institutional  
Investor**  
2023 JAPAN EXECUTIVE TEAM  
NISSAN CHEMICALS CORP



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1H

vs. 1H FY2022

- Sales down ¥3.8 billion (-4%) (2Q down ¥0.4 billion)
- OP down ¥4.1 billion (-14%) (2Q down ¥1.8 billion)
- Net Income down ¥4.2 billion (-18%) (2Q down ¥2.5 billion)

1H

vs. 1H Outlook  
as of May 2023

- Sales below target ¥2.9 billion (2Q below ¥3.0 billion)
- OP below target ¥2.0 billion (2Q below ¥2.5 billion)
- Net Income below target ¥0.2 billion (2Q below ¥1.5 billion)

Shareholder Returns

- Dividend 1H ¥70/share (unchanged vs. 1H FY2022)
- Completed a ¥5.0 billion share repurchase program (period: May - June 2023, 805 thousand shares)

Revision of Outlook

- Revised downward FY2023 Outlook announced in May 2023 (see p9,10)

# 1H FY2023 Financial Summary YOY Change

(¥billion)

	FY2022 Actual			FY2023 Actual			YOY Change		
	1Q	2Q	1H	1Q	2Q	1H	1Q	2Q	1H
<b>Sales</b>	<b>58.3</b>	<b>51.2</b>	<b>109.5</b>	<b>54.9</b>	<b>50.8</b>	<b>105.7</b>	<b>-3.4</b> (-6%)	<b>-0.4</b> (-1%)	<b>-3.8</b> (-4%)
<b>Operating Profit</b>	<b>17.3</b>	<b>10.9</b>	<b>28.2</b>	<b>15.0</b>	<b>9.1</b>	<b>24.1</b>	<b>-2.3</b> (-13%)	<b>-1.8</b> (-16%)	<b>-4.1</b> (-14%)
<b>Non-Operating Income/Expenses</b>	<b>2.2</b>	<b>1.6</b>	<b>3.8</b>	<b>2.0</b>	<b>0.1</b>	<b>2.1</b>	<b>-0.2</b>	<b>-1.5</b>	<b>-1.7</b>
<b>Foreign exchange Gains/Losses</b>	<b>1.7</b>	<b>1.3</b>	<b>3.0</b>	<b>1.5</b>	<b>0.4</b>	<b>1.9</b>	<b>-0.2</b>	<b>-0.9</b>	<b>-1.1</b>
<b>Ordinary Income</b>	<b>19.5</b>	<b>12.5</b>	<b>32.0</b>	<b>17.0</b>	<b>9.2</b>	<b>26.2</b>	<b>-2.5</b> (-13%)	<b>-3.3</b> (-27%)	<b>-5.8</b> (-18%)
<b>Extraordinary Income/Losses</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.6</b>	<b>0.6</b>	<b>0.0</b>	<b>+0.6</b>	<b>+0.6</b>
<b>Net Income<sup>1</sup></b>	<b>13.9</b>	<b>9.8</b>	<b>23.7</b>	<b>12.2</b>	<b>7.3</b>	<b>19.5</b>	<b>-1.7</b> (-12%)	<b>-2.5</b> (-26%)	<b>-4.2</b> (-18%)
<b>EBITDA<sup>2</sup></b>	<b>19.7</b>	<b>13.6</b>	<b>33.3</b>	<b>17.8</b>	<b>12.2</b>	<b>30.0</b>	<b>-1.9</b>	<b>-1.4</b>	<b>-3.3</b>
<b>EPS (¥/share)</b>	<b>98.13</b>	<b>69.61</b>	<b>167.74</b>	<b>87.40</b>	<b>52.15</b>	<b>139.55</b>	<b>-10.73</b>	<b>-17.46</b>	<b>-28.19</b>
<b>Dividend (¥/share)</b>	<b>-</b>	<b>-</b>	<b>70</b>	<b>-</b>	<b>-</b>	<b>70</b>	<b>-</b>	<b>-</b>	<b>0</b>
<b>Total amount of Dividend</b>	<b>-</b>	<b>-</b>	<b>9.9</b>	<b>-</b>	<b>-</b>	<b>9.8</b>	<b>-</b>	<b>-</b>	<b>-0.1</b>
<b>OP Margin</b>	<b>29.6%</b>	<b>21.3%</b>	<b>25.7%</b>	<b>27.3%</b>	<b>17.9%</b>	<b>22.8%</b>	<b>-2.3pt</b>	<b>-3.4pt</b>	<b>-2.9pt</b>
<b>FX Rate (¥/\$)</b>	<b>130</b>	<b>138</b>	<b>134</b>	<b>137</b>	<b>145</b>	<b>141</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Crude Oil (JCC) (\$/bbl)<sup>3</sup></b>	<b>111</b>	<b>113</b>	<b>112</b>	<b>83</b>	<b>83</b>	<b>83</b>	<b>-</b>	<b>-</b>	<b>-</b>

1. Net Income = Profit Attributable to Owners of Parent 2. EBITDA = Operating Profit + Depreciation and amortization 3. Based on Trade Statistics of Japan Ministry of Finance

# 1H FY2023 Financial Summary Compared to Outlook

(¥billion)

	FY2023 Outlook as of May 2023			FY2023 Actual			vs. Outlook		
	1Q	2Q	1H	1Q	2Q	1H	1Q	2Q	1H
Sales	54.8	53.8	108.6	54.9	50.8	105.7	+0.1	-3.0	-2.9
Operating Profit	14.5	11.6	26.1	15.0	9.1	24.1	+0.5	-2.5	-2.0
Non-Operating Income/Expenses	0.7	-0.4	0.3	2.0	0.1	2.1	+1.3	+0.5	+1.8
Foreign exchange Gains/Losses	0.0	0.0	0.0	1.5	0.4	1.9	+1.5	+0.4	+1.9
Ordinary Income	15.2	11.2	26.4	17.0	9.2	26.2	+1.8	-2.0	-0.2
Extraordinary Income/Losses	0.0	0.6	0.6	0.0	0.6	0.6	0.0	0.0	0.0
Net Income <sup>1</sup>	10.9	8.8	19.7	12.2	7.3	19.5	+1.3	-1.5	-0.2
EBITDA <sup>2</sup>	-	-	31.9	17.8	12.2	30.0	-	-	-1.9
EPS (¥/share)	-	-	140.74	87.40	52.15	139.55	-	-	-1.19
Dividend (¥/share)	-	-	70	-	-	70	-	-	0
Total amount of Dividend	-	-	9.8	-	-	9.8	-	-	0.0
OP Margin	26.5%	21.6%	24.0%	27.3%	17.9%	22.8%	+0.8pt	-3.7pt	-1.2pt
FX Rate (¥/\$)	128	128	128	137	145	141	-	-	-
Crude Oil (JCC) (\$/bbl) <sup>3</sup>	92	92	92	83	83	83	-	-	-

# Analysis of Changes in OP

(¥)

	FY2023 Actual	FY2022 Actual	YOY Change	Outlook as of May 2023	vs. Outlook
<b>1H</b>	<b>24.1 billion</b>	<b>28.2 billion</b>	<b>-4.1 billion (-14%)</b> (Semis Materials -3.9 billion)	<b>26.1 billion</b>	<b>-2.0 billion</b>
Chemicals	YOY Change -1.2 billion	OP decrease due to sales decrease in melamine(end of sales) and TEPIC, feedstock and raw materials cost up			
	vs. Outlook -1.3 billion	OP decrease due to sales decrease in main products and inventory adjustment cost up			
Performance Materials	YOY Change -2.8 billion	OP decrease due to sales decrease in Semis Materials and fixed cost up(¥1.8 billion in total) despite sales and OP increase in Display Materials			
	vs. Outlook -1.6 billion	Sales decrease in Semis Materials and Inorganic Materials despite sales increase in Display Materials			
Agro	YOY Change -0.5 billion	OP decrease due to sales decrease in ROUNDUP and ALTAIR etc. and fixed cost up(¥0.8 billion) despite sales increase in GRACIA			
	vs. Outlook -0.4 billion	Sales decrease in ROUNDUP and ALTAIR etc. despite sales increase in GRACIA and TARGA			
Healthcare	YOY Change +0.3 billion	Sales increase in Custom Chemicals			
	vs. Outlook +0.3 billion	Sales increase in Custom Chemicals			

(¥)

Reference	FY2023 Actual	FY2022 Actual	YOY Change	Outlook as of May 2023	vs. Outlook
<b>2Q</b>	<b>9.1 billion</b>	<b>10.9 billion</b>	<b>-1.8 billion (-16%)</b> (Semis Materials -2.6 billion)	<b>11.6 billion</b>	<b>-2.5 billion</b>
Chemicals	YOY Change -0.4 billion	vs. Outlook -1.3 billion			
Performance Materials	YOY Change -1.4 billion (fixed cost up 1.0 billion)	vs. Outlook -1.5 billion			
Agro	YOY Change -0.3 billion (fixed cost up 0.6 billion)	vs. Outlook -0.4 billion			
Healthcare	YOY Change flat	vs. Outlook +0.2 billion			

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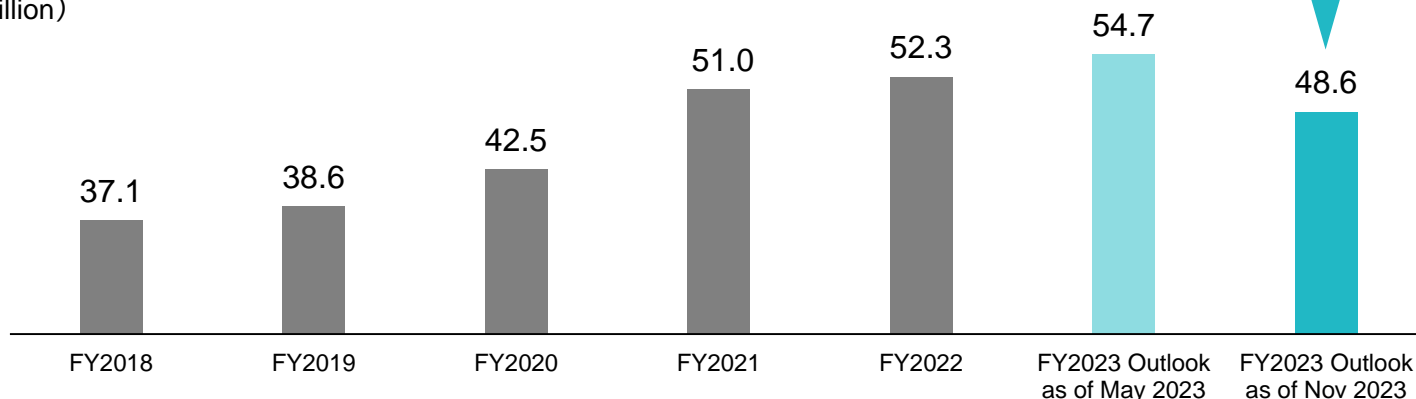


# Summary of FY2023 Outlook OP

## Full-Year Outlook is Revised Downward (FY2023 OP : ¥48.6 billion) The Outlook is revised based on 1H results and current 2H outlook

### OP Performance

(¥billion)



¥3.7 billion YoY decrease due to semis market slowdown and increase capital investment and R&D in Semis Materials in FY2023

	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023 Outlook as of May 2023	FY2023 Outlook as of Nov 2023	YOY Change (FY2022 vs FY2023 Outlook as of Nov)
Chemicals	3.0	1.3	1.5	3.8	1.4	3.2	0.8	-0.6
Performance Materials (Semis Materials)	15.0	17.0	22.4	27.6	25.4	26.5	23.3	-2.1 (-4.2)
Agrochemicals	18.4	19.3	18.2	18.1	23.1	23.6	23.3	+0.2
Healthcare	1.0	0.9	0.4	2.8	3.0	2.3	2.6	-0.4
Trading, Others, Adjustment	-0.3	0.1	0.0	-1.3	-0.6	-0.9	-1.4	-0.8
<b>Total</b>	<b>37.1</b>	<b>38.6</b>	<b>42.5</b>	<b>51.0</b>	<b>52.3</b>	<b>54.7</b>	<b>48.6</b>	<b>-3.7</b>

1. FY2019- : New OP method (details are on p75)

2. Organizational changes were implemented in April, 2022. Until FY2020 figures are based on old segmentation, FY2021 has been revised to reflect organizational changes in April 2022 (see p79, p80)

## FY2023 Full-Year Outlook

Full-Year	vs. FY2022
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- Sales down ¥0.6 billion (-0%)
- OP down ¥3.7 billion (-7%), Net Income down ¥2.7 billion (-7%)
- ROE Outlook for FY2023 is 17.1%

Full-Year	vs. Outlook as of May 2023
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- Sales below target ¥9.8 billion
- OP below target ¥6.1 billion, Net Income below target ¥3.1 billion

2H	vs. Outlook as of May 2023
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- Sales below target ¥6.9 billion
- OP below target ¥4.1 billion, Net Income below target ¥2.9 billion

## Shareholders Return (Full-Year Outlook)

- Based on Mid-Term Plan, Total Payout Ratio Target is 75% and Dividend Payout Ratio Target is 55% (unchanged from May 2023)
- Completed a ¥5.0 billion share repurchase (period: May - June 2023)
- **Annual dividend is ¥164/share (unchanged from May 2023)**

<b>Dividend</b>	<b>¥164/share (Full-Year) 1H ¥70/share, 2H ¥94/share</b> (Dividend Payout Ratio : 59.6%) 【vs. FY2022】 unchanged 【vs. Outlook as of May 2023】 unchanged
<b>Share Repurchase</b>	Completed ¥5.0 billion, 805 thousand shares (period: May - June 2023) (FY2022 Actual: ¥9.0 billion, 1,356 thousand shares)
<b>Share Cancellation</b>	Cancelled 1.5 million shares in May and August 2023
<b>Total Payout Ratio Target</b>	75% (72.5% based on ¥164/share dividend and ¥5.0 billion share repurchase)

# FY2023 Outlook Summary YOY Change

(¥billion)

	FY2022 Actual					FY2023 Outlook as of Nov 2023					YOY Change				
	1H	3Q	4Q	2H	Total	1H Actual	3Q	4Q	2H	Total	1H	3Q	4Q	2H	Total
<b>Sales</b>	109.5	49.7	68.9	118.6	228.1	105.7	48.0	73.8	121.8	227.5	-3.8 (-4%)	-1.7 (-3%)	+4.9 (+7%)	+3.2 (+3%)	-0.6 (0%)
<b>Operating Profit</b>	28.2	10.6	13.5	24.1	52.3	24.1	7.9	16.6	24.5	48.6	-4.1 (-14%)	-2.7 (-26%)	+3.1 (+23%)	+0.4 (+2%)	-3.7 (-7%)
<b>Non-Operating Income/Expenses</b>	3.8	-1.3	1.0	-0.3	3.5	2.1	0.2	0.4	0.6	2.7	-1.7	+1.5	-0.6	+0.9	-0.8
Foreign exchange Gains/Losses	3.0	-2.1	0.4	-1.7	1.3	1.9	0.0	0.0	0.0	1.9	-1.1	+2.1	-0.4	+1.7	+0.6
<b>Ordinary Income</b>	32.0	9.3	14.5	23.8	55.8	26.2	8.1	17.0	25.1	51.3	-5.8 (-18%)	-1.2 (-13%)	+2.5 (+18%)	+1.3 (+5%)	-4.5 (-8%)
<b>Extraordinary Income/Losses</b>	0.0	0.0	0.8	0.8	0.8	0.6	0.0	0.6	0.6	1.2	+0.6	0.0	-0.2	-0.2	+0.4
<b>Net Income<sup>1</sup></b>	23.7	7.1	10.3	17.4	41.1	19.5	6.2	12.7	18.9	38.4	-4.2 (-18%)	-0.9 (-12%)	+2.4 (+23%)	+1.5 (+9%)	-2.7 (-7%)
<b>EBITDA<sup>2</sup></b>	33.3	13.5	16.5	30.0	63.3	30.0	-	-	33.0	63.0	-3.3	-	-	+3.0	-0.3
<b>EPS (¥/share)</b>	167.74	50.25	73.37	123.62	291.36	139.55	-	-	135.87	275.42	-28.19	-	-	+12.25	-15.94
<b>Dividend (¥/share)</b>	70	-	-	94	164	70	-	-	94	164	0	-	-	0	0
<b>Dividend Payout Ratio (%)</b>	-	-	-	-	56.3%	-	-	-	-	59.6%	-	-	-	-	+3.3pt
<b>Total amount of Dividend</b>	9.9	-	-	13.2	23.1	9.8	-	-	13.1	22.9	-0.1	-	-	-0.1	-0.2
<b>OP Margin</b>	25.7%	21.4%	19.6%	20.4%	22.9%	22.8%	16.5%	22.5%	20.1%	21.4%	-2.9pt	-4.9pt	+2.9pt	-0.3pt	-1.5pt
<b>ROE</b>	-	-	-	-	19.4%	-	-	-	-	17.1%	-	-	-	-	-2.3pt
<b>FX Rate (¥/\$)</b>	134	141	132	137	136	141	142	142	142	142	-	-	-	-	-
<b>Crude Oil (JCC) (\$/bbl)<sup>3</sup></b>	112	100	87	94	103	83	88	88	88	86	-	-	-	-	-

1. Net Income = Profit Attributable to Owners of Parent 2. EBITDA = Operating Profit + Depreciation and amortization 3. Based on Trade Statistics of Japan Ministry of Finance

# FY2023 Financial Summary Compared to Outlook as of May 2023

(¥billion)

	FY2023 Outlook as of May 2023			FY2023 Outlook as of Nov 2023			vs. Outlook as of May 2023		
	1H	2H	Total	1H Actual	2H	Total	1H	2H	Total
Sales	108.6	128.7	237.3	105.7	121.8	227.5	-2.9	-6.9	-9.8
Operating Profit	26.1	28.6	54.7	24.1	24.5	48.6	-2.0	-4.1	-6.1
Non-Operating Income/Expenses	0.3	0.5	0.8	2.1	0.6	2.7	+1.8	+0.1	+1.9
Foreign exchange Gains/Losses	0.0	0.0	0.0	1.9	0.0	1.9	+1.9	0.0	+1.9
Ordinary Income	26.4	29.1	55.5	26.2	25.1	51.3	-0.2	-4.0	-4.2
Extraordinary Income/Losses	0.6	0.6	1.2	0.6	0.6	1.2	0.0	0.0	0.0
Net Income <sup>1</sup>	19.7	21.8	41.5	19.5	18.9	38.4	-0.2	-2.9	-3.1
EBITDA <sup>2</sup>	31.9	35.7	67.6	30.0	33.0	63.0	-1.9	-2.7	-4.6
EPS (¥/share)	140.74	156.87	297.61	139.55	135.87	275.42	-1.19	-21.00	-22.19
Dividend (¥/share)	70	94	164	70	94	164	0	0	0
Dividend Payout Ratio (%)	-	-	55.1%	-	-	59.6%	-	-	+4.5pt
Total amount of Dividend	9.8	13.1	22.9	9.8	13.1	22.9	0.0	0.0	0.0
OP Margin	24.0%	22.2%	23.1%	22.8%	20.1%	21.4%	-1.2pt	-2.1pt	-1.7pt
ROE	-	-	18.6%	-	-	17.1%	-	-	-1.5pt
FX Rate (¥/\$)	128	128	128	141	142	142	-	-	-
Crude Oil (JCC) (\$/bbl) <sup>3</sup>	92	92	92	83	88	86	-	-	-

# Analysis of Changes in OP

(¥)

## 2H

	FY2023 Outlook as of Nov 2023	FY2022 Actual	YOY Change	Outlook as of May 2023	vs. Outlook
	<b>24.5</b> billion	<b>24.1</b> billion	<b>+0.4</b> billion(+2%)	<b>28.6</b> billion	<b>-4.1</b> billion
Chemicals	YOY Change +0.6 billion	OP increase due to sales increase in main products despite sales decrease in melamine(end of sales)			
	vs. Outlook -1.1 billion	Sales decrease in TEPIC, inventory adjustment cost up			
Performance Materials	YOY Change +0.7 billion	OP increase due to sales increase in Display Materials despite sales decrease in Semis Materials and fixed cost up(actual impact ¥1.1 billion in total)			
	vs. Outlook -1.6 billion	OP decrease due to sales decrease in Semis Materials and fixed cost up(actual impact ¥0.5 billion in total) despite sales and OP increase in Display Materials			
Agro	YOY Change +0.7 billion	OP increase due to sales increase in GRACIA and Fluralaner despite fixed cost up(¥0.8 billion)			
	vs. Outlook +0.1 billion	OP increase due to sales increase in GRACIA and Fluralaner despite fixed cost up(¥0.8 billion)			
Healthcare	YOY Change -0.7 billion	Sales decrease in Custom Chemicals			
	vs. Outlook in line				

## Full-Year

	FY2023 Outlook as of Nov 2023	FY2022 Actual	YOY Change
	<b>48.6</b> billion	<b>52.3</b> billion	<b>-3.7</b> billion(-7%) (Semis Materials -4.2 billion)
Chemicals	YOY Change -0.6 billion	Sales decrease in melamine(end of sales) and TEPIC, inventory adjustment cost up	
Performance Materials	YOY Change -2.1 billion	OP decrease due to sales decrease in Semis Materials and fixed cost up(actual impact ¥2.9 billion in total) despite sales and OP increase in Display Materials	
Agro	YOY Change +0.2 billion	OP increase due to sales increase in GRACIA and Fluralaner despite fixed cost up(¥1.6 billion)	
Healthcare	YOY Change -0.4 billion	Sales decrease in Custom Chemicals	

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

(¥billion)

	FY2022 Actual			FY2023 Outlook as of Nov 2023			YOY Change		
	1H	2H	Total	1H Actual	2H	Total	1H	2H	Total
Interest income, dividend income	0.45	1.08	1.53	0.44	1.11	1.55	-0.01	+0.03	+0.02
Equity in earnings of affiliates	0.62	0.87	1.49	0.40	0.28	0.68	-0.22	-0.59	-0.81
Foreign exchange gains/losses <sup>1</sup>	3.02	-1.72	1.30	1.88	0.00	1.88	-1.14	+1.72	+0.58
Interest expense	-0.09	-0.16	-0.25	-0.26	-0.40	-0.66	-0.17	-0.24	-0.41
Loss on disposal of non-current assets, others	-0.17	-0.39	-0.56	-0.36	-0.43	-0.79	-0.19	-0.04	-0.23
<b>Non-Operating Income/Expenses</b>	<b>3.83</b>	<b>-0.32</b>	<b>3.51</b>	<b>2.10</b>	<b>0.56</b>	<b>2.66</b>	<b>-1.73</b>	<b>+0.88</b>	<b>-0.85</b>
Extraordinary Income	0.00	1.46	1.46	0.60	0.60	1.20	+0.60	-0.86	-0.26
Extraordinary Losses	0.00	-0.65	-0.65	0.00	0.00	0.00	0.00	+0.65	+0.65
<b>Extraordinary Income/Losses<sup>2*3</sup></b>	<b>0.00</b>	<b>0.81</b>	<b>0.81</b>	<b>0.60</b>	<b>0.60</b>	<b>1.20</b>	<b>+0.60</b>	<b>-0.21</b>	<b>+0.39</b>

1. FX Rate (¥/\$): 2022/3 122.41, 2022/9 144.81, 2023/3 133.54, 2023/6 144.99, 2023/9 149.58

2. FY2022 Actual:

Extraordinary Income ¥1.46 billion (Gain on sales of investment securities ¥1.46 billion)

Extraordinary Losses ¥0.65 billion (impairment loss of unlisted stock ¥0.65 billion)

3. FY2023 Outlook as of Nov 2023:

Extraordinary Income ¥1.20 billion (Gain on sales of investment securities ¥1.20 billion)

# Breakdown of Non-Operating Income/Expenses and Extraordinary Income/Loss Compared to Outlook as of May 2023

(¥billion)

	FY2023 Outlook as of May 2023			FY2023 Outlook as of Nov 2023			vs. Outlook as of May 2023		
	1H	2H	Total	1H Actual	2H	Total	1H	2H	Total
Interest income, dividend income	0.36	0.74	1.10	0.44	1.11	1.55	+0.08	+0.37	+0.45
Equity in earnings of affiliates	0.65	0.45	1.10	0.40	0.28	0.68	-0.25	-0.17	-0.42
Foreign exchange gains/losses <sup>1</sup>	0.00	0.00	0.00	1.88	0.00	1.88	+1.88	0.00	+1.88
Interest expense	-0.28	-0.25	-0.53	-0.26	-0.40	-0.66	+0.02	-0.15	-0.13
Loss on disposal of non-current assets, others	-0.51	-0.38	-0.89	-0.36	-0.43	-0.79	+0.15	-0.05	+0.10
<b>Non-Operating Income/Expenses</b>	<b>0.22</b>	<b>0.56</b>	<b>0.78</b>	<b>2.10</b>	<b>0.56</b>	<b>2.66</b>	<b>+1.88</b>	<b>0.00</b>	<b>+1.88</b>
Extraordinary Income	0.60	0.60	1.20	0.60	0.60	1.20	0.00	0.00	0.00
Extraordinary Losses	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Extraordinary Income/Losses<sup>2</sup></b>	<b>0.60</b>	<b>0.60</b>	<b>1.20</b>	<b>0.60</b>	<b>0.60</b>	<b>1.20</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

1. FX Rate (¥/\$): 2022/3 122.41, 2022/9 144.81, 2023/3 133.54, 2023/6 144.99, 2023/9 149.58

2. FY2023 Outlook as of Nov 2023: (unchanged from May 2023)

Extraordinary Income ¥1.20 billion (Gain on sales of investment securities ¥1.20 billion)

Free cash flow in FY2023 Outlook is ¥15.2 billion, a decrease of ¥0.3 billion from FY2022

	FY2022 Actual		FY2023 Outlook as of Nov 2023		YOY Change	FY2023 Total Outlook as of May 2023
	1H	Total	1H Actual	Total	Total	
<b>CF from operating activities</b>	<b>43.3</b>	<b>35.2</b>	<b>36.0</b>	<b>35.1</b>	<b>-0.1</b>	<b>45.2</b>
Income before income taxes & non-controlling interests	32.0	56.6	26.8	52.5	-4.1	56.2
Extraordinary loss (income)	0.0	-0.8	-0.6	-1.2	-0.4	-1.2
Depreciation & amortization <sup>1</sup>	5.1	11.0	5.9	14.4	+3.4	12.9
Income taxes paid	-8.5	-15.4	-8.6	-16.0	-0.6	-14.9
Working capital, others	14.7	-16.2	12.5	-14.6	+1.6	-7.8
<b>CF from investing activities</b>	<b>-9.6</b>	<b>-19.7</b>	<b>-8.5</b>	<b>-19.9</b>	<b>-0.2</b>	<b>-20.8</b>
Purchase of PPE <sup>2</sup>	-9.0	-19.4	-11.0	-22.5	-3.1	-22.5
Purchase and sales of investment securities	-0.5	2.0	0.7	1.6	-0.4	1.9
Others	-0.1	-2.3	1.8	1.0	+3.3	-0.2
<b>Free cash flow</b>	<b>33.7</b>	<b>15.5</b>	<b>27.5</b>	<b>15.2</b>	<b>-0.3</b>	<b>24.4</b>
<b>CF from financing activities</b>	<b>-29.2</b>	<b>-25.0</b>	<b>-36.2</b>	<b>-18.8</b>	<b>+6.2</b>	<b>-26.9</b>
Payout to shareholders (dividend)	-10.2	-20.1	-13.2	-29.0	+0.1	-32.0
Payout to shareholders (share repurchase)	-5.0	-9.0	-5.0			
Borrowings	-13.9	4.2	-18.0	10.2	+6.0	5.1
Others	-0.1	-0.1	0.0	0.0	+0.1	0.0
Effect of exchange rate change on cash & cash equivalents	1.6	1.3	0.3	0.0	-1.3	0.0
Change in cash & cash equivalents	6.1	-8.2	-8.4	-3.6	+4.6	-2.5
Increase in cash and cash equivalents resulting from change in scope of consolidation	3.1	3.1	0.0	0.0	-3.1	0.0
Cash & cash equivalents at end of period	43.9	29.6	21.2	26.0	-3.6	27.1

1. Including amortization of goodwill 2. Including intangible assets



(¥billion)

	2022/9	2023/3	2023/9	vs. 2023/3
<b>Current assets</b>	<b>171.8</b>	<b>189.4</b>	<b>172.2</b>	<b>-17.2</b>
Cash	43.9	29.6	21.2	-8.4
Accounts receivable	60.8	82.7	68.3	-14.4
Inventories	58.8	64.7	73.8	+9.1
Others	8.3	12.4	8.9	-3.5
<b>Fixed assets</b>	<b>108.4</b>	<b>109.3</b>	<b>119.9</b>	<b>+10.6</b>
Total PPE	60.7	64.7	75.9	+11.2
Intangible assets	11.8	11.5	11.3	-0.2
Investment securities	29.9	27.3	27.0	-0.3
Others	6.0	5.8	5.7	-0.1
<b>Total assets</b>	<b>280.2</b>	<b>298.7</b>	<b>292.1</b>	<b>-6.6</b>

	2022/9	2023/3	2023/9	vs. 2023/3
<b>Liabilities</b>	<b>60.8</b>	<b>77.2</b>	<b>66.2</b>	<b>-11.0</b>
Accounts payable	19.0	19.9	19.8	-0.1
Borrowings	9.7	27.3	12.0	-15.3
Others	32.1	30.0	34.4	+4.4
<b>Net assets</b>	<b>219.4</b>	<b>221.5</b>	<b>225.9</b>	<b>+4.4</b>
Shareholders' equity <sup>1</sup>	205.3	208.8	210.2	+1.4
Valuation difference on available-for-sale securities	8.7	7.7	8.3	+0.6
Foreign currency translation adjustment	1.9	1.7	3.8	+2.1
Non-controlling interests	3.1	3.1	3.5	+0.4
Remeasurements of defined benefit plans	0.4	0.2	0.1	-0.1
<b>Total liabilities &amp; net assets</b>	<b>280.2</b>	<b>298.7</b>	<b>292.1</b>	<b>-6.6</b>
<b>Equity Ratio</b>	<b>77.2%</b>	<b>73.1%</b>	<b>76.1%</b>	
<b>D/E Ratio<sup>2</sup></b>	<b>-16.7%</b>	<b>-1.1%</b>	<b>-4.4%</b>	

## Breakdown of Investment Securities

	2022/9	2023/3	2023/9	vs. 2023/3
<b>Listed shares<sup>3</sup></b> (Number of stocks held, Non-consolidated basis)	<b>19.3</b> <b>(30)</b>	<b>16.9</b> <b>(26)</b>	<b>17.4</b> <b>(26)</b>	<b>+0.5</b> <b>(0)</b>
<b>Unlisted shares</b>	<b>3.2</b>	<b>2.4</b>	<b>2.6</b>	<b>+0.2</b>
<b>Subsidiaries/Associate shares</b>	<b>7.4</b>	<b>8.0</b>	<b>7.0</b>	<b>-1.0</b>
<b>Total</b>	<b>29.9</b>	<b>27.3</b>	<b>27.0</b>	<b>-0.3</b>
<b>Strategic shareholdings on net assets<sup>4</sup></b>	<b>9.5%</b>	<b>7.9%</b>	<b>8.0%</b>	

## Reference

2018/3
30.0
(55)
1.7
6.8
38.5
17.0%

1. Change in shareholders' equity +1.4 = Net Income 19.5 – Dividend and others 18.1

3. 2023/3 16.9 + Acquisition 0.0 + Sales and valuation difference 0.5 = 2023/9 17.4

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

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

# Capex/Depreciation/R&D by Segment

R&D expenses decreased in FY2020 and FY2021 due to reduced business travel activities caused by COVID-19. Expected to recover in FY2022 and FY2023

(¥billion)

	Capex <sup>1</sup>					Depreciation <sup>2</sup>						R&D expenses					
	2019	2020	2021	2022	2023E as of Nov 2023	2019	2020	2021	2022	2023E as of May 2023	2023E as of Nov 2023	2019	2020	2021	2022	2023E as of May 2023	2023E as of Nov 2023
Chem	2.9	3.3	4.3	2.8	5.0	1.9	2.2	2.5	2.5	2.8	2.7	0.4	0.3	0.3	0.3	0.2	0.2
Performance M. <sup>3</sup>	3.7	3.0	5.4	9.0	9.6	5.2	4.5	3.9	4.6	5.4	6.6	7.7	7.0	7.0	7.6	7.6	7.9
Agro <sup>4</sup>	7.8	6.4	1.7	5.9	5.5	2.3	2.6	2.7	2.8	3.5	3.4	4.6	4.4	4.2	4.3	4.8	4.2
Healthcare <sup>5</sup>	0.7	0.3	0.7	0.5	0.4	0.6	0.5	0.4	0.4	0.4	0.4	2.5	2.4	0.6	0.4	0.4	0.4
Trading	0.1	0.2	0.0	0.1	0.1	0.1	0.1	0.1	0.0	0.1	0.1	0.0	0.0	0.0	0.0	0.0	0.0
Others	0.3	1.1	0.3	1.1	1.9	0.4	0.5	0.6	0.7	0.7	1.2	2.0	2.4	3.9	4.2	4.4	4.3
<b>Total</b>	<b>15.5</b>	<b>14.3</b>	<b>12.4</b>	<b>19.4</b>	<b>22.5</b>	<b>10.5</b>	<b>10.4</b>	<b>10.2</b>	<b>11.0</b>	<b>12.9</b>	<b>14.4</b>	<b>17.2</b>	<b>16.5</b>	<b>16.0</b>	<b>16.8</b>	<b>17.4</b>	<b>17.0</b>

1. Capex: Cash flows 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)

3. FY2022: including NCK Semis new plant (¥2.7 billion)

FY2023E as of Nov 2023: including NCK Semis new plant (¥6.2 billion)

4. FY2019: including the acquisitions of QUINTEC in FY2019 (¥6.3 billion), FY2020: including the acquisitions of DITHANE in FY2020 (¥5.4 billion)

FY2022: including NBR 1st phase construction (¥4.3 billion)

FY2023E as of Nov 2023: including production facilities (¥2.6 billion)

5. Organizational changes were implemented in April 2022. (see p79, p80)

Capex: FY2019-2021 figures are based on old segmentation

Depreciation, R&D expenses: FY2019-2020 figures are based on old segmentation, FY2021 has been revised to reflect organizational changes in April 2022.

# Main Capex Items<sup>1</sup>

(¥billion)

FY2020 Actual		FY2021 Actual		FY2022 Actual		FY2023 Outlook as of Nov 2023	
Items	Expenses	Items	Expenses	Items	Expenses	Items	Expenses
Materials Research Lab. (Instruments)	<b>1.4</b>	Agro (Production facilities)	<b>4.3</b>	NBR Agro <sup>2</sup> (Production facilities)	<b>4.3</b>	NCK Semis <sup>3</sup> (Production facilities)	<b>6.2</b>
Digital Transformation related	<b>1.1</b>	Digital Transformation related	<b>1.3</b>	NCK Semis <sup>3</sup> (Production facilities)	<b>2.7</b>	Digital Transformation related	<b>1.7</b>
Agro (Production facilities)	<b>0.9</b>	Chemical Research Lab. (Instruments)	<b>0.7</b>	Digital Transformation related	<b>1.5</b>	SNOWTEX (Production facilities)	<b>1.2</b>
Semis (Analysis instruments)	<b>0.8</b>	Materials Research Lab. (Instruments)	<b>0.5</b>	Chemical Research Lab. (Instruments)	<b>0.9</b>	Agro (Production facilities)	<b>1.2</b>
Chemical Research Lab. (Instruments)	<b>0.7</b>	Display (Production facilities)	<b>0.3</b>	Materials Research Lab. (Instruments)	<b>0.7</b>	Chemical Research Lab. (Instruments)	<b>1.0</b>
NCK Semis (Production facilities)	<b>0.4</b>	Biological Research Lab. (Instruments)	<b>0.3</b>	Display (Production facilities)	<b>0.5</b>	Materials Research Lab. (Instruments)	<b>0.6</b>
Biological Research Lab. (Instruments)	<b>0.2</b>			Biological Research Lab. (Instruments)	<b>0.4</b>	Biological Research Lab. (Instruments)	<b>0.3</b>

1. Main capex : Approval basis except the ones noted
2. NBR 1st phase construction (cash flows basis)
3. NCK Semis new plant (cash flows basis)

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# 1H FY2023 Financial Results YOY Change by Segment

(¥billion)

		FY2022 Actual			FY2023 Actual			YOY Change		
		1Q	2Q	1H	1Q	2Q	1H	1Q	2Q	1H
<b>Chemicals</b>	Sales	10.4	9.4	19.8	9.1	8.8	17.9	-1.3 (-13%)	-0.6 (-6%)	-1.9 (-10%)
	OP	1.7	-0.6	1.1	0.9	-1.0	-0.1	-0.8 (-46%)	-0.4 (-)	-1.2 (-108%)
<b>Performance Materials</b>	Sales	21.8	20.2	42.0	20.8	19.7	40.5	-1.0 (-4%)	-0.5 (-3%)	-1.5 (-4%)
	OP	7.9	6.0	13.9	6.5	4.6	11.1	-1.4 (-18%)	-1.4 (-22%)	-2.8 (-20%)
<b>Agrochemicals</b>	Sales	19.7	16.0	35.7	18.8	16.5	35.3	-0.9 (-5%)	+0.5 (+3%)	-0.4 (-1%)
	OP	6.8	5.3	12.1	6.6	5.0	11.6	-0.2 (-4%)	-0.3 (-3%)	-0.5 (-4%)
<b>Healthcare</b>	Sales	1.7	1.5	3.2	2.0	1.5	3.5	+0.3 (+18%)	0.0 (0%)	+0.3 (+9%)
	OP	0.8	0.7	1.5	1.1	0.7	1.8	+0.3 (+44%)	0.0 (+2%)	+0.3 (+24%)
<b>Trading, Others, Adjustment</b>	Sales	4.7	4.1	8.8	4.2	4.3	8.5	-0.5	+0.2	-0.3
	OP	0.1	-0.5	-0.4	-0.1	-0.2	-0.3	-0.2	+0.3	+0.1
<b>Total</b>	Sales	58.3	51.2	109.5	54.9	50.8	105.7	-3.4 (-6%)	-0.4 (-1%)	-3.8 (-4%)
	OP	17.3	10.9	28.2	15.0	9.1	24.1	-2.3 (-13%)	-1.8 (-16%)	-4.1 (-14%)

1. Including inter-segment sales/transfers

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

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

Adjustment: Planning & Development Division and others (see p76, p77 for breakdown)

# 1H FY2023 Financial Results Compared to Outlook by Segment

(¥billion)

		FY2023 Outlook as of May 2023			FY2023 Actual			vs. Outlook as of May 2023		
		1Q	2Q	1H	1Q	2Q	1H	1Q	2Q	1H
<b>Chemicals</b>	Sales	9.4	9.8	19.2	9.1	8.8	17.9	-0.3	-1.0	-1.3
	OP	0.9	0.3	1.2	0.9	-1.0	-0.1	0.0	-1.3	-1.3
<b>Performance Materials</b>	Sales	20.5	21.2	41.7	20.8	19.7	40.5	+0.3	-1.5	-1.2
	OP	6.6	6.1	12.7	6.5	4.6	11.1	-0.1	-1.5	-1.6
<b>Agrochemicals</b>	Sales	19.2	17.6	36.8	18.8	16.5	35.3	-0.4	-1.1	-1.5
	OP	6.6	5.4	12.0	6.6	5.0	11.6	0.0	-0.4	-0.4
<b>Healthcare</b>	Sales	1.9	1.3	3.2	2.0	1.5	3.5	+0.1	+0.2	+0.3
	OP	1.0	0.5	1.5	1.1	0.7	1.8	+0.1	+0.2	+0.3
<b>Trading, Others, Adjustment</b>	Sales	3.8	3.9	7.7	4.2	4.3	8.5	+0.4	+0.4	+0.8
	OP	-0.6	-0.7	-1.3	-0.1	-0.2	-0.3	+0.5	+0.5	+1.0
<b>Total</b>	Sales	54.8	53.8	108.6	54.9	50.8	105.7	+0.1	-3.0	-2.9
	OP	14.5	11.6	26.1	15.0	9.1	24.1	+0.5	-2.5	-2.0

1. Including inter-segment sales/transfers

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

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

Adjustment: Planning & Development Division and others (see p76, p77 for breakdown)

# FY2023 Financial Outlook YOY Change by Segment

(¥billion)

		FY2022 Actual					FY2023 Outlook as of Nov 2023					YOY Change				
		1H	3Q	4Q	2H	Total	1H Actual	3Q	4Q	2H	Total	1H	3Q	4Q	2H	Total
Chemicals	Sales	19.8	10.1	9.1	19.2	39.0	17.9	10.5	10.2	20.7	38.6	-1.9 (-10%)	+0.4 (+4%)	+1.1 (+11%)	+1.5 (+7%)	-0.4 (-1%)
	OP	1.1	0.4	-0.1	0.3	1.4	-0.1	0.4	0.5	0.9	0.8	-1.2 (-108%)	0.0 (-7%)	+0.6 (-)	+0.6 (+179%)	-0.6 (-42%)
Performance Materials	Sales	42.0	20.6	20.0	40.6	82.6	40.5	21.2	22.8	44.0	84.5	-1.5 (-4%)	+0.6 (+3%)	+2.8 (+14%)	+3.4 (+8%)	+1.9 (+2%)
	OP	13.9	6.9	4.6	11.5	25.4	11.1	5.8	6.4	12.2	23.3	-2.8 (-20%)	-1.1 (-17%)	+1.8 (+37%)	+0.7 (+5%)	-2.1 (-8%)
Agrochemicals	Sales	35.7	13.1	32.8	45.9	81.6	35.3	13.9	34.8	48.7	84.0	-0.4 (-1%)	+0.8 (+6%)	+2.0 (+6%)	+2.8 (+6%)	+2.4 (+3%)
	OP	12.1	3.1	7.9	11.0	23.1	11.6	2.9	8.8	11.7	23.3	-0.5 (-4%)	-0.2 (-7%)	+0.9 (+10%)	+0.7 (+5%)	+0.2 (+1%)
Healthcare	Sales	3.2	1.6	1.9	3.5	6.7	3.5	1.1	1.3	2.4	5.9	+0.3 (+9%)	-0.5 (-31%)	-0.6 (-32%)	-1.1 (-31%)	-0.8 (-12%)
	OP	1.5	0.6	0.9	1.5	3.0	1.8	0.3	0.5	0.8	2.6	+0.3 (+24%)	-0.3 (-55%)	-0.4 (-43%)	-0.7 (-48%)	-0.4 (-13%)
Trading, Others, Adjustment	Sales	8.8	4.3	5.1	9.4	18.2	8.5	1.3	4.7	6.0	14.5	-0.3	-3.0	-0.4	-3.4	-3.7
	OP	-0.4	-0.4	0.2	-0.2	-0.6	-0.3	-1.5	0.4	-1.1	-1.4	+0.1	-1.1	+0.2	-0.9	-0.8
Total	Sales	109.5	49.7	68.9	118.6	228.1	105.7	48.0	73.8	121.8	227.5	-3.8 (-4%)	-1.7 (-3%)	+4.9 (+7%)	+3.2 (+3%)	-0.6 (0%)
	OP	28.2	10.6	13.5	24.1	52.3	24.1	7.9	16.6	24.5	48.6	-4.1 (-14%)	-2.7 (-26%)	+3.1 (+23%)	+0.4 (+2%)	-3.7 (-7%)

1. Including inter-segment sales/transfers

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

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

Adjustment: Planning & Development Division and others (see p76, p77 for breakdown)

3. Sales and OP for Planning & Development Division in FY2022 Actual and FY2023 Outlook as of Nov 2023 are disclosed on p66

# FY2023 Financial Outlook Compared to Outlook by Segment

(¥billion)

		FY2023 Outlook as of May 2023			FY2023 Outlook as of Nov 2023			vs. Outlook as of May 2023		
		1H	2H	Total	1H Actual	2H	Total	1H	2H	Total
Chemicals	Sales	19.2	22.1	41.3	17.9	20.7	38.6	-1.3	-1.4	-2.7
	OP	1.2	2.0	3.2	-0.1	0.9	0.8	-1.3	-1.1	-2.4
Performance Materials	Sales	41.7	45.8	87.5	40.5	44.0	84.5	-1.2	-1.8	-3.0
	OP	12.7	13.8	26.5	11.1	12.2	23.3	-1.6	-1.6	-3.2
Agrochemicals	Sales	36.8	47.4	84.2	35.3	48.7	84.0	-1.5	+1.3	-0.2
	OP	12.0	11.6	23.6	11.6	11.7	23.3	-0.4	+0.1	-0.3
Healthcare	Sales	3.2	2.8	6.0	3.5	2.4	5.9	+0.3	-0.4	-0.1
	OP	1.5	0.8	2.3	1.8	0.8	2.6	+0.3	0.0	+0.3
Trading, Others, Adjustment	Sales	7.7	10.6	18.3	8.5	6.0	14.5	+0.8	-4.6	-3.8
	OP	-1.3	0.4	-0.9	-0.3	-1.1	-1.4	+1.0	-1.5	-0.5
Total	Sales	108.6	128.7	237.3	105.7	121.8	227.5	-2.9	-6.9	-9.8
	OP	26.1	28.6	54.7	24.1	24.5	48.6	-2.0	-4.1	-6.1

1. Including inter-segment sales/transfers

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

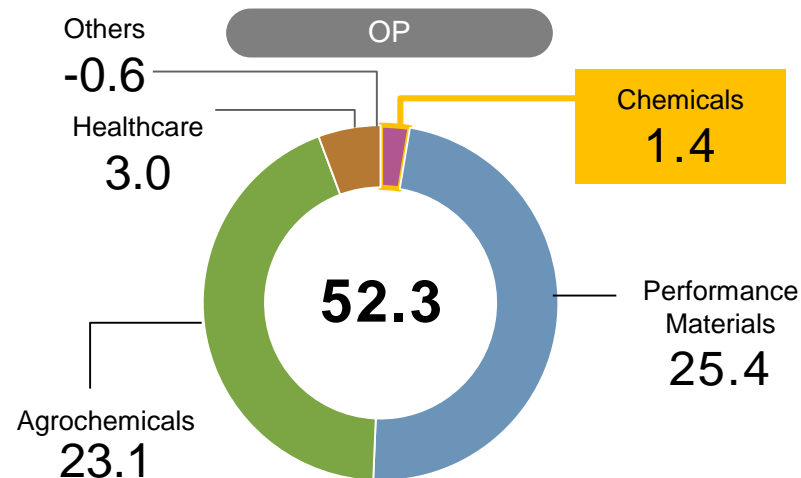
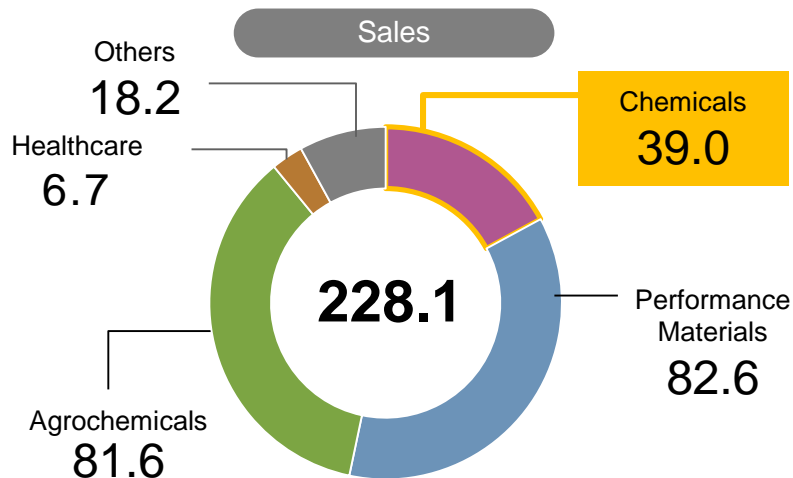
NC Tokyo Bay (former name: Nippon Phosphoric Acid. Production of sulfuric acid. Added as a consolidated subsidiary from FY2023), Nihon Hiryo, and others

Adjustment: Planning & Development Division and others (see p76, p77 for breakdown)

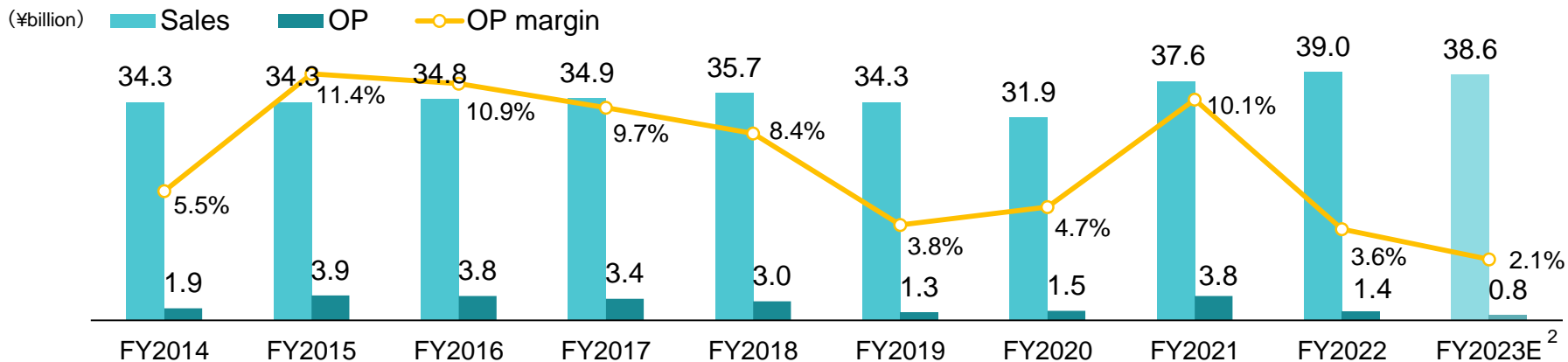
3. Sales and OP for Planning & Development Division in FY2023 Outlook as of May and Nov 2023 are disclosed on p66



FY2022 Actual by Segment (¥billion)



Chemicals – Recent Financial Performance<sup>1</sup>



1. Organizational changes were implemented in April 2022. FY2014-2020 figures are based on old segmentation, FY2021 has been revised to reflect organizational changes in April 2022 (see p79, p80)

2. Outlook as of Nov 2023

- Fine Chemicals: 【1H】Sales YOY -22%, Sales below target, 【Full-Year Outlook】 Sales YOY -4%
- Basic Chemicals: 【1H】Sales YOY -1%, Sales below target, 【Full-Year Outlook】 Sales YOY +1%

Main Products	FY2023 Outlook as of May 2023					FY2023 Outlook as of Nov 2023				
	YOY Change					YOY Change				
	1Q	2Q	1H	2H	Total	1Q Actual	2Q Actual	1H Actual	2H	Total
TEPIC	-61%	-26%	-47%	+91%	+1%	-66%	-33%	-52%	+32%	-23%
Environmental related products	+15%	+14%	+14%	+17%	+16%	+16%	-9%	+4%	+19%	+11%
FINEOXOCOL	-19%	-3%	-11%	+2%	-5%	-25%	-14%	-20%	+12%	-4%
Total Fine Chemicals <sup>1</sup>	-26%	-3%	-15%	+33%	+6%	-29%	-15%	-22%	+18%	-4%
Melamine <sup>2</sup>	-100%	-100%	-100%	-100%	-100%	-100%	-100%	-100%	-100%	-100%
Urea/AdBlue <sup>®</sup>	+40%	+35%	+38%	+3%	+17%	+33%	+13%	+23%	0%	+9%
High purity sulfuric acid	-12%	-9%	-11%	+16%	+2%	-13%	-10%	-12%	+23%	+5%
Nitric acid products	+83%	+25%	+49%	+12%	+27%	+71%	+12%	+36%	+11%	+21%
Total Basic Chemicals <sup>3·4</sup>	+1% (+30%)	+9% (+22%)	+5% (+26%)	+6% (+8%)	+6% (+16%)	-2% (+26%)	-1% (+11%)	-1% (+18%)	+3% (+5%)	+1% (+11%)
Total Segment <sup>3</sup>	-10% (+4%)	+5% (+12%)	-3% (+8%)	+15% (+16%)	+6% (+12%)	-13% (+1%)	-6% (+1%)	-10% (+1%)	+7% (+9%)	-1% (+5%)

1. TEPIC, Environmental related products, and FINEOXOCOL account for 83% of total Fine Chemicals sales (1H FY2023 Actual)

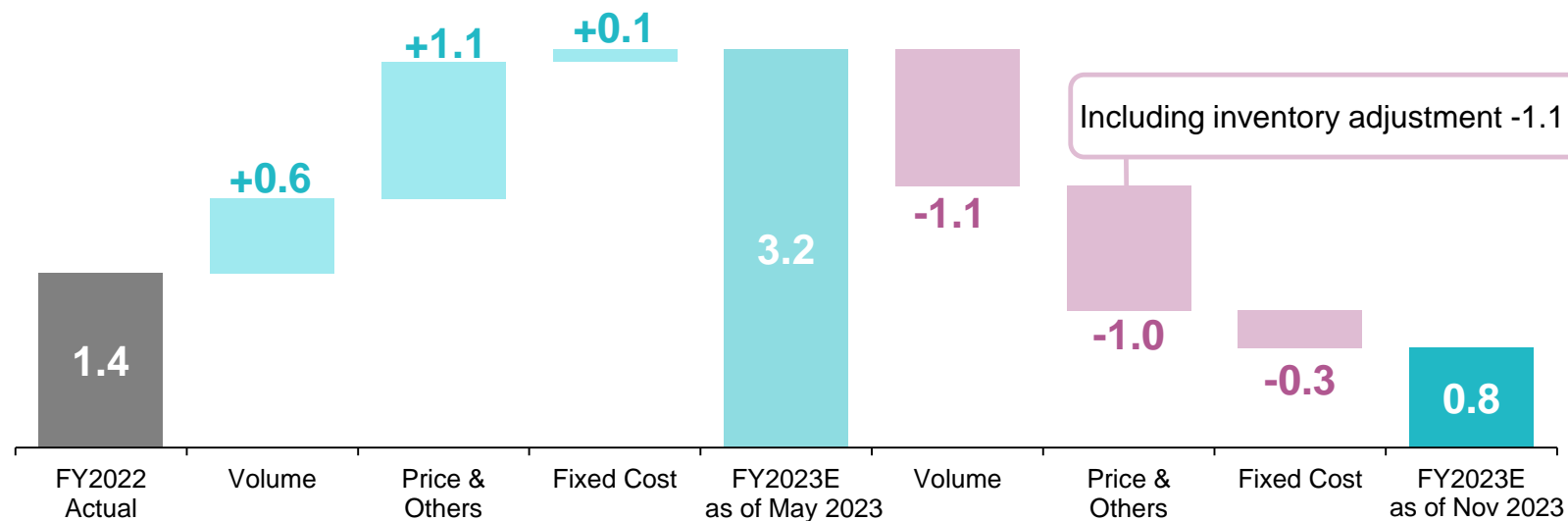
2. The production of melamine terminated in June 2022 and sales ended in December 2022 (see p33, Restructure based on Shutdown of Melamine Plant)

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

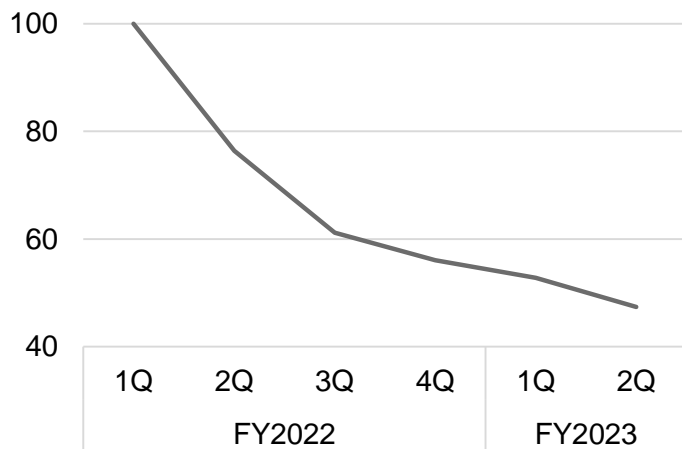
4. Melamine, Urea/AdBlue<sup>®</sup>, High purity sulfuric acid, and Nitric acid products account for 48% of total Basic Chemicals sales (1H FY2023 Actual)

# Analysis of Changes in OP, Market price of TEPIC and Urea

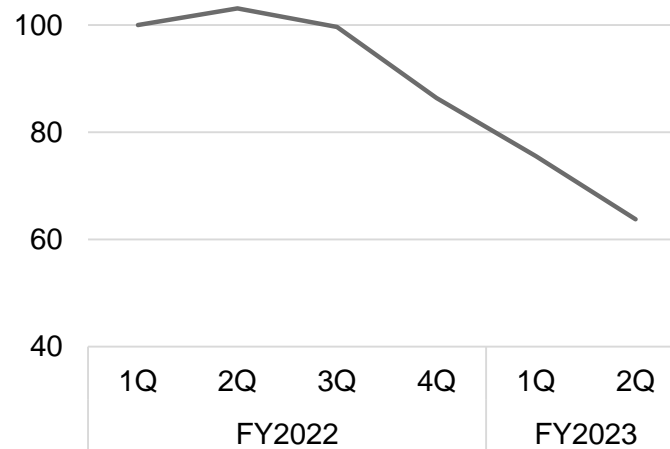
## ■ Analysis of Changes in OP (¥billion)



## ■ Market price of TEPIC (Chinese product) (The price of 1Q FY2022 is set as 100)



## ■ Market price of Urea (Chinese product) (The price of 1Q FY2022 is set as 100)



【1H】 Sales down ¥1.9 billion, OP down ¥1.2 billion

(¥billion)

	FY2022 Actual			FY2023 Actual			YOY Change	
	1Q	2Q	1H	1Q	2Q	1H	2Q	1H
Sales	10.4	9.4	19.8	9.1	8.8	17.9	-0.6	-1.9
Fine Chemicals	4.2	3.5	7.7	3.0	3.0	6.0	-0.5	-1.7
Basic Chemicals	6.2	5.9	12.1	6.1	5.8	11.9	-0.1	-0.2
OP	1.7	-0.6	1.1	0.9	-1.0	-0.1	-0.4	-1.2

### 【1H】 Sales & OP down

Fine Chemicals	TEPIC for general applications	Sales down (demand decrease)
	TEPIC for electronic materials	Sales down
	Environmental related products	Sales up
	FINEOXOCOL	Sales down

Feedstock and raw materials cost up (negative impact),  
Inventory adjustment cost up ¥0.2 billion (negative impact)

### 【1H】 Sales down, OP up

Basic Chemicals	Melamine	Sales down (end of sales, see p33)
	Urea/AdBlue®	Sales up (volume up due to shutdown of melamine plant)
	High purity sulfuric acid	Sales down (Semis market slowdown)
	Nitric acid products	Sales up (both volume and price up) (nitric acid plant troubles in FY2022)

【1H】 Sales below target ¥1.3 billion, OP below target ¥1.3 billion

(¥billion)

	FY2023 Outlook as of May 2023			FY2023 Actual			vs. Outlook	
	1Q	2Q	1H	1Q	2Q	1H	2Q	1H
Sales	9.4	9.8	19.2	9.1	8.8	17.9	-1.0	-1.3
Fine Chemicals	3.1	3.4	6.5	3.0	3.0	6.0	-0.4	-0.5
Basic Chemicals	6.3	6.4	12.7	6.1	5.8	11.9	-0.6	-0.8
OP	0.9	0.3	1.2	0.9	-1.0	-0.1	-1.3	-1.3

## 【1H】 Sales & OP below target

TEPIC for general applications Sales below target (volume down)

TEPIC for electronic materials Sales below target

Environmental related products Sales below target (volume down)

FINEOXOCOL Sales below target

Inventory adjustment cost up  
¥0.4 billion (negative impact)

Fine  
Chemicals

## 【1H】 Sales & OP below target

Urea/AdBlue® Sales below target (price down)

High purity sulfuric acid Sales in line with target

Nitric acid products Sales below target

Inventory adjustment cost up  
¥0.2 billion (negative impact)

Basic  
Chemicals

【Full-Year】 Sales down ¥0.4 billion, OP down ¥0.6 billion

(¥billion)

	FY2022 Actual					FY2023 Outlook as of Nov 2023					YOY Change				
	1H	3Q	4Q	2H	Total	1H Actual	3Q	4Q	2H	Total	1H	3Q	4Q	2H	Total
Sales	19.8	10.1	9.1	19.2	39.0	17.9	10.5	10.2	20.7	38.6	-1.9	+0.4	+1.1	+1.5	-0.4
Fine Chemicals	7.7	3.3	2.8	6.1	13.8	6.0	3.7	3.5	7.2	13.2	-1.7	+0.4	+0.7	+1.1	-0.6
Basic Chemicals	12.1	6.8	6.3	13.1	25.2	11.9	6.8	6.7	13.5	25.4	-0.2	0.0	+0.4	+0.4	+0.2
OP	1.1	0.4	-0.1	0.3	1.4	-0.1	0.4	0.5	0.9	0.8	-1.2	0.0	+0.6	+0.6	-0.6

### 【Full-Year】 Sales & OP down

TEPIC for general applications Sales down (demand decrease)

TEPIC for electronic materials Sales down

Environmental related products Sales up (volume up)

FINEOXOCOL Sales down

Inventory adjustment cost up ¥0.8 billion (negative impact)

### 【Full-Year】 Sales & OP up

Melamine Sales down (end of sales, see p33)

Urea/AdBlue® Sales up (volume up due to shutdown of melamine plant)

High purity sulfuric acid Sales up (price up)

Nitric acid products Sales up (both volume and price up)  
(nitric acid plant troubles in FY2022)

Feedstock and raw materials cost down (positive impact),  
Inventory adjustment cost up ¥0.2 billion (negative impact)

# FY2023 Financial Outlook Compared to Outlook as of May 2023

【2H】 Sales below target ¥1.4 billion, OP below target ¥1.1 billion

(¥billion)

	FY2023 Outlook as of May 2023			FY2023 Outlook as of Nov 2023			vs. Outlook as of May 2023		
	1H	2H	Total	1H Actual	2H	Total	1H	2H	Total
Sales	19.2	22.1	41.3	17.9	20.7	38.6	-1.3	-1.4	-2.7
Fine Chemicals	6.5	8.2	14.7	6.0	7.2	13.2	-0.5	-1.0	-1.5
Basic Chemicals	12.7	13.9	26.6	11.9	13.5	25.4	-0.8	-0.4	-1.2
OP	1.2	2.0	3.2	-0.1	0.9	0.8	-1.3	-1.1	-2.4

## 【2H】 Sales & OP below target

TEPIC for general applications Sales below target (volume down)

TEPIC for electronic materials Sales below target

Environmental related products Sales in line with target

FINEOXOCOL Sales above target (price up)

Inventory adjustment cost up  
¥1.0 billion (negative impact)

Fine  
Chemicals

Basic  
Chemicals

## 【2H】 Sales below target, OP above target

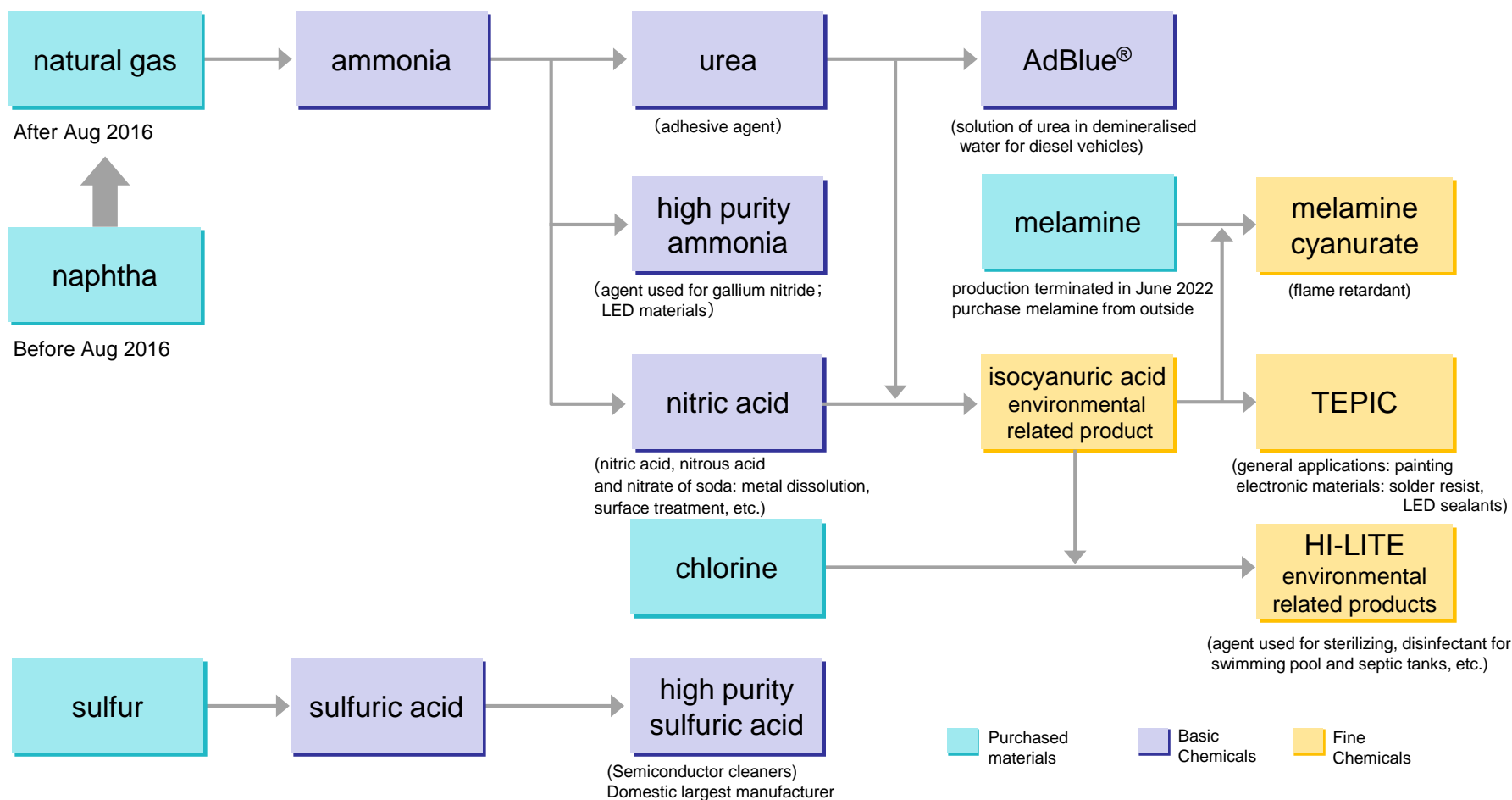
Urea/AdBlue® Sales below target (price down)

High purity sulfuric acid Sales above target (price up)

Nitric acid products Sales in line with target

Inventory adjustment cost down  
¥0.5 billion (positive impact)

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





# Restructure based on Shutdown of Melamine Plant

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

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

(¥billion)

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

## 2. Current status and prospects of melamine

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

- World production capacity is twice of demand (our estimate)
- Domestic production capacity (2 companies including Nissan Chemical) is 3 times of demand (our estimate)
- Prices were on recovery trend from 2H FY2021 to 1Q FY2022, but sharply dropped afterward.

Always unstable due to cheaper Chinese products (Chinese production capacity accounts for about 70% of the world)

## 3. Actions to be taken

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

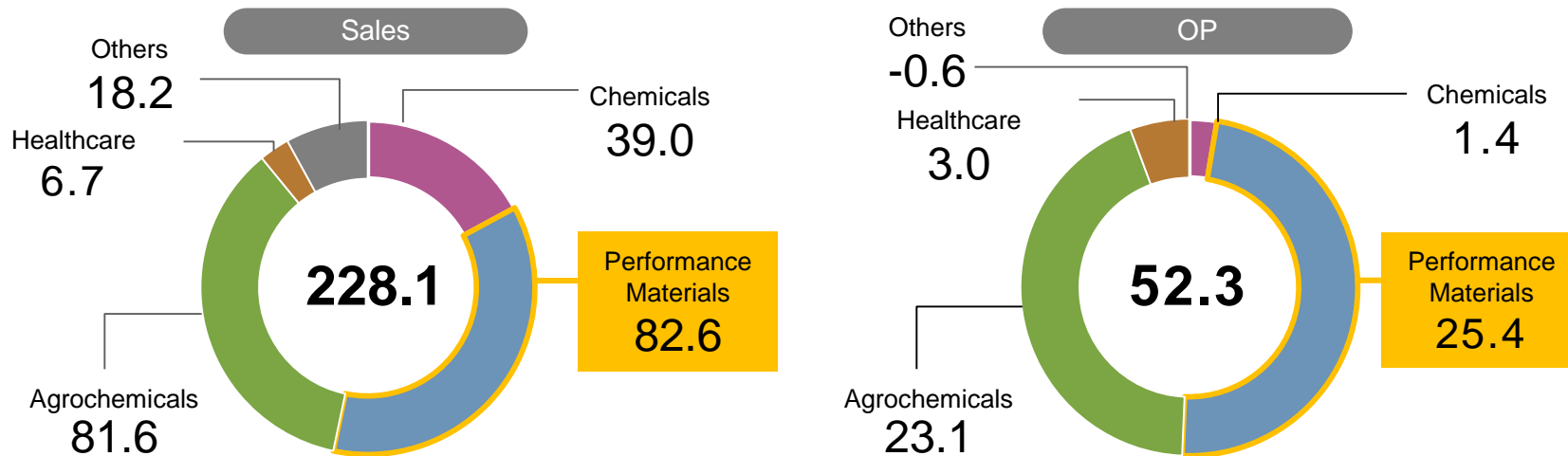
## 4. Restructuring costs

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

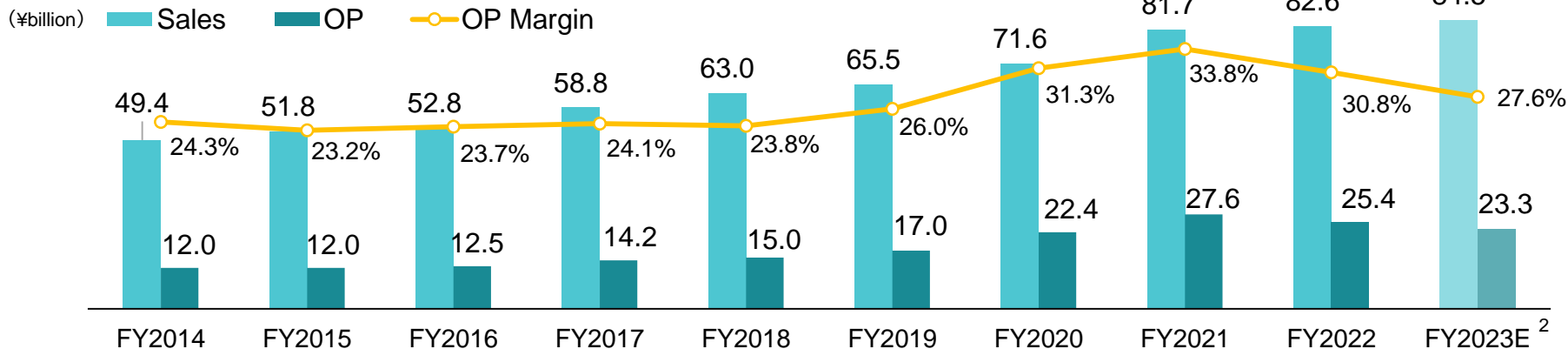
## 5. ESG

By shutdown of melamine, 26,000 GHG (t-CO<sub>2</sub>) or equivalent to about 7% of FY2018 GHG (see p61) estimated to be reduced

## FY2022 Actual by Segment (¥billion)



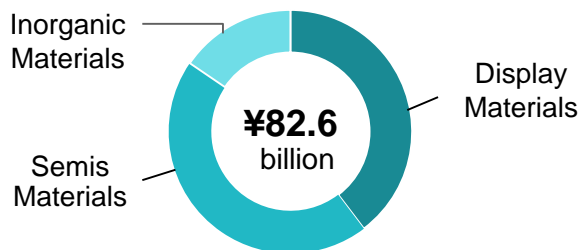
## Performance Materials – Recent Financial Performance<sup>1</sup>



1. Organizational changes were implemented in April 2022. FY2014-2020 figures are based on old segmentation, FY2021 has been revised to reflect organizational changes in April 2022 (see p79, p80)

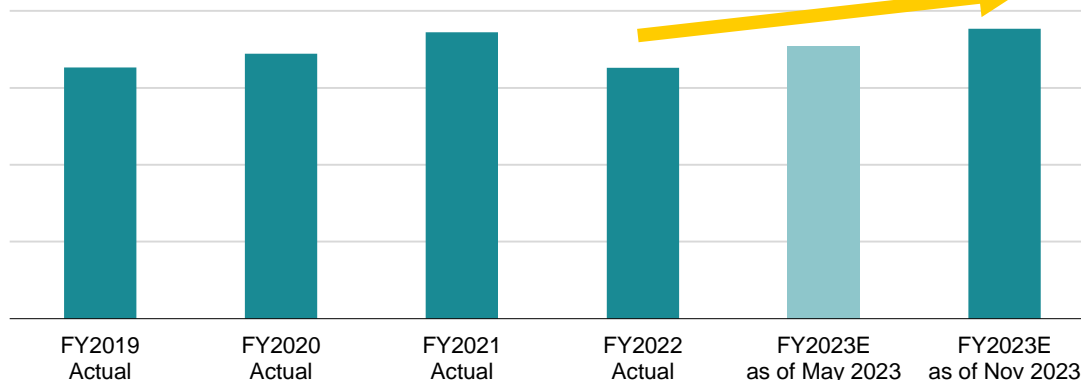
2. Outlook as of Nov 2023

## Sales by subsegment (FY2022 Actual)



## Sales Trend of Display Materials

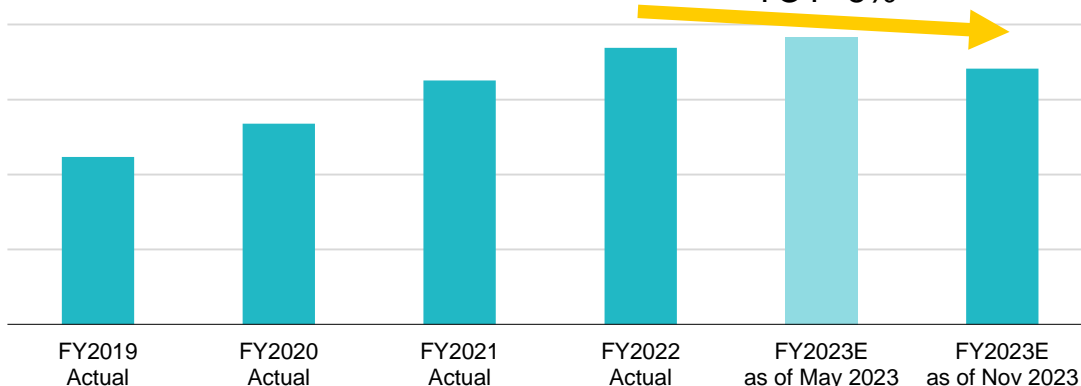
YOY +16%



- Market Recovering after bottom-out in FY2022
- The shift from other modes (rubbing IPS, etc.) to photo IPS is progressing steadily

## Sales Trend of Semis Materials

YOY -8%



- Growth trend in mid-long terms is still unchanged despite the current temporary adjustment in FY2023
- Sales growth of EUV materials due to increased customer production

- DP Materials: 【1H】 Sales YOY +17%, Sales above target 【Full-Year Outlook】 Sales YOY +16%
- Semis Materials: 【1H】 Sales YOY -19%, Sales below target 【Full-Year Outlook】 Sales YOY -8%
- Inorganic Materials: 【1H】 Sales YOY -6%, Sales below target 【Full-Year Outlook】 Sales YOY -3%

Main Products	FY2023 Outlook as of May 2023					FY2023 Outlook as of Nov 2023				
	YOY Change					YOY Change				
	1Q	2Q	1H	2H	Total	1Q Actual	2Q Actual	1H Actual	2H	Total
SUNEVER	-7%	+28%	+8%	+8%	+8%	+4%	+35%	+17%	+14%	+15%
Total Display Materials	-7%	+28%	+8%	+9%	+9%	+3%	+35%	+17%	+15%	+16%
ARC®	-11%	-6%	-8%	+18%	+4%	-18%	-26%	-22%	+1%	-11%
Multi layer process materials	-4%	-19%	-12%	+9%	-2%	-15%	-32%	-24%	+9%	-9%
EUV materials <sup>1</sup>	-6%	+4%	-1%	+45%	+21%	+15%	+14%	+15%	+39%	+27%
Total Semis Materials	-9%	-8%	-9%	+18%	+4%	-15%	-23%	-19%	+6%	-8%
SNOWTEX	+7%	+7%	+7%	+12%	+10%	0%	-8%	-4%	+2%	-1%
Organo/Monomer Sol	+18%	-15%	+1%	+11%	+6%	-7%	-17%	-12%	+8%	-3%
Oilfield Materials	+21%	+5%	+12%	-16%	-5%	+49%	-46%	-3%	+3%	0%
Total Inorganic Materials	+8%	0%	+4%	+6%	+5%	+3%	-14%	-6%	-1%	-3%
Total Segment	-6%	+5%	-1%	+13%	+6%	-4%	-3%	-4%	+8%	+2%

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

**[1H]** Sales down ¥1.5 billion, OP down ¥2.8 billion,

Fixed cost up ¥1.8 billion in total (including common expenses up ¥0.1 billion)

(¥billion)

	FY2022 Actual			FY2023 Actual			YOY Change	
	1Q	2Q	1H	1Q	2Q	1H	2Q	1H
Sales	21.8	20.2	42.0	20.8	19.7	40.5	-0.5	-1.5
OP	7.9	6.0	13.9	6.5	4.6	11.1	-1.4	-2.8

### Display Materials

#### **[1H] Sales & OP up**

- Photo IPS Sales up (smartphone, large monitor, and automobile up)
- Rubbing IPS Sales up
- VA Sales up (partly market share up)

Display market recovering,  
Fixed cost up ¥0.1 billion

### Semis Materials

#### **[1H] Sales & OP down**

- ARC® Sales down
- Multi layer process materials Sales down
- EUV materials Sales up (EUV Under Layer: sales up due to increased customer production)

Semis market slowdown,  
Fixed cost up ¥1.4 billion (mainly at NCK)

### Inorganic Materials

#### **[1H] Sales down, OP up**

- SNOWTEX Sales down (non-polishing flat, polishing down)
- Organo/Monomer Sol Sales down
- Oilfield materials Sales down

Fixed cost up ¥0.2 billion

# 1H FY2023 Financial Results Compared to Outlook

【1H】Sales below target ¥1.2 billion, OP below target ¥1.6 billion

(¥billion)

	FY2023 Outlook as of May 2023			FY2023 Actual			vs. Outlook	
	1Q	2Q	1H	1Q	2Q	1H	2Q	1H
Sales	20.5	21.2	41.7	20.8	19.7	40.5	-1.5	-1.2
OP	6.6	6.1	12.7	6.5	4.6	11.1	-1.5	-1.6

## 【1H】 Sales & OP above target

Display  
Materials

Photo IPS

Sales above target (smartphone and large monitor above target)

Rubbing IPS

Sales above target

VA

Sales above target

Display market recovering

## 【1H】 Sales & OP below target

Semis  
Materials

ARC®

Sales below target

Multi layer  
process materials

Sales below target

EUV  
materials

Sales above target

Semis market slowdown

## 【1H】 Sales & OP below target

Inorganic  
Materials

SNOWTEX

Sales below target  
(both non-polishing and polishing below target)

Organo/Monomer Sol

Sales below target

Oilfield materials

Sales below target

【Full-Year】 Sales up ¥1.9 billion, OP down ¥2.1 billion,  
Fixed cost up (actual impact) ¥2.9 billion in total

(¥billion)

	FY2022 Actual					FY2023 Outlook as of Nov 2023					YOY Change				
	1H	3Q	4Q	2H	Total	1H Actual	3Q	4Q	2H	Total	1H	3Q	4Q	2H	Total
Sales	42.0	20.6	20.0	40.6	82.6	40.5	21.2	22.8	44.0	84.5	-1.5	+0.6	+2.8	+3.4	+1.9
OP	13.9	6.9	4.6	11.5	25.4	11.1	5.8	6.4	12.2	23.3	-2.8	-1.1	+1.8	+0.7	-2.1

### 【Full-Year】 Sales & OP up

Display Materials

Photo IPS

Sales up (smartphone, large monitor, and automobile up)

Rubbing IPS

Sales up

VA

Sales up (partly market share up)

Display market recovering,  
Fixed cost up ¥0.4 billion

### 【Full-Year】 Sales & OP down

Semis Materials

ARC®

Sales down

Multi layer process materials

Sales down

EUV materials

Sales up (EUV Under Layer: sales up due to increased customer production)

Semis market slowdown,  
Fixed cost up (actual impact) ¥2.1 billion (mainly at NCK)

### 【Full-Year】 Sales & OP down

Inorganic Materials

SNOWTEX

Sales flat  
(non-polishing up, polishing down)

Organo/Monomer Sol

Sales down

Oilfield materials

Sales flat

Fixed cost up ¥0.4 billion

# FY2023 Financial Outlook Compared to Outlook as of May 2023

**[2H]** Sales below target ¥1.8 billion, OP below target ¥1.6 billion,  
Fixed cost above expectations (actual impact) ¥0.5 billion in total

(¥billion)

	FY2023 Outlook as of May 2023			FY2023 Outlook as of Nov 2023			vs. Outlook as of May 2023		
	1H	2H	Total	1H Actual	2H	Total	1H	2H	Total
Sales	41.7	45.8	87.5	40.5	44.0	84.5	-1.2	-1.8	-3.0
OP	12.7	13.8	26.5	11.1	12.2	23.3	-1.6	-1.6	-3.2

## Display Materials

### **[2H] Sales & OP above target**

- Photo IPS Sales above target (smartphone and large monitor above target)
- Rubbing IPS Sales above target
- VA Sales above target

Display market recovering  
Fixed cost above expectations ¥0.1 billion

## Semis Materials

### **[2H] Sales & OP below target**

- ARC® Sales below target
- Multi layer process materials Sales in line with target
- EUV materials Sales below target

Semis market slowdown  
Fixed cost above expectations (actual impact) ¥0.2 billion

## Inorganic Materials

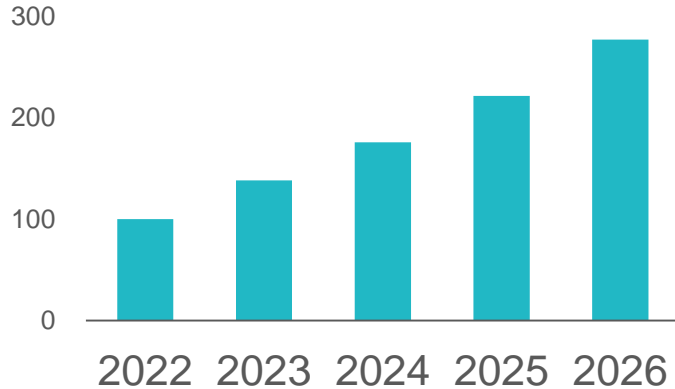
### **[2H] Sales & OP below target**

- SNOWTEX Sales below target (non-polishing and polishing below target)
- Organo/Monomer Sol Sales below target
- Oilfield materials Sales above target

Fixed cost above expectations ¥0.2 billion



AI servers market forecast  
(2022 is set as 100)

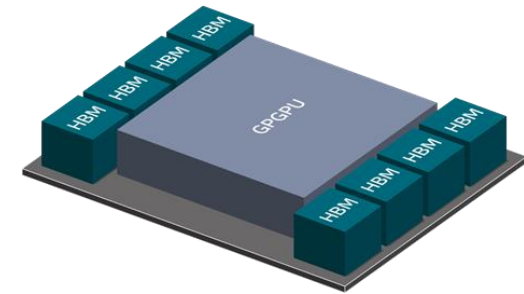


Growing demand for Generative AI (Artificial Intelligence)

Growing demand for HBM in servers and data centers<sup>1</sup>

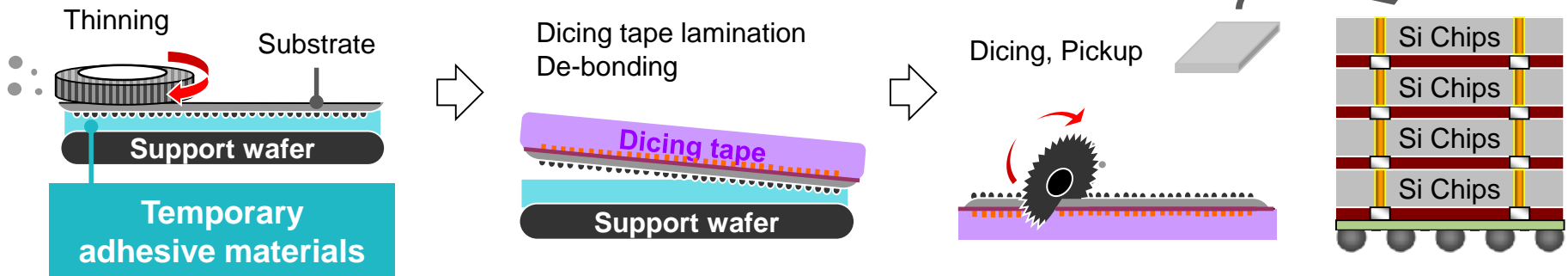
Sales of our temporary adhesive materials for HBM also increasing with market growth

Image of HBM3 DRAM installed in a GPGPU for Generative AI



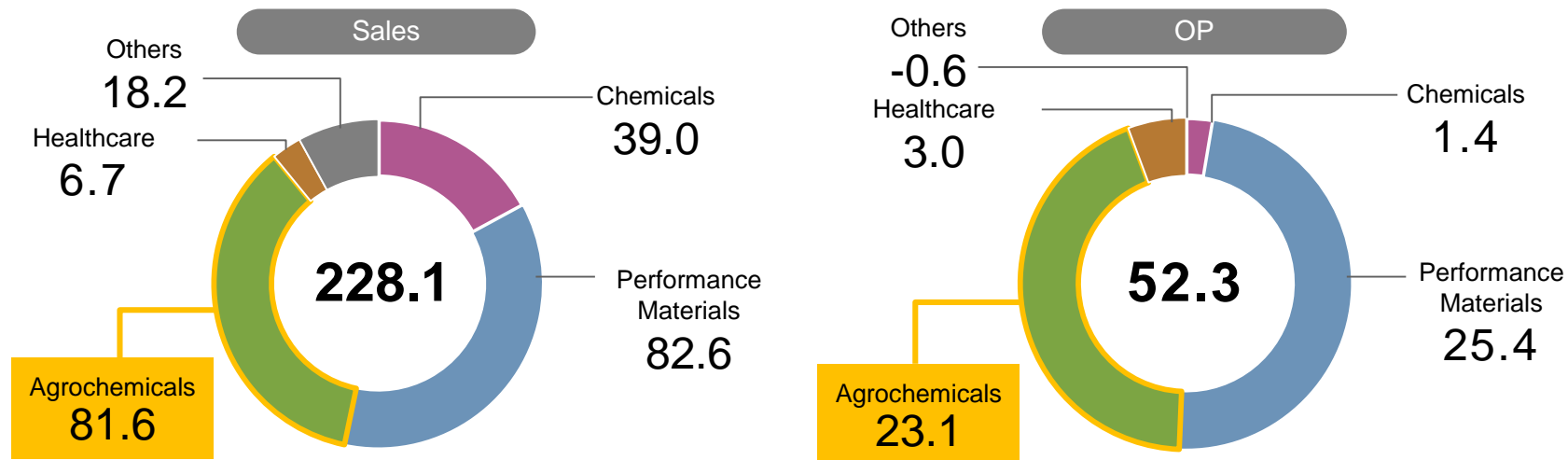
1. Expansion of Generative AI requires high-spec memory to process large amounts of data at once

## TSV<sup>2</sup> process (wafer thinning) and Temporary adhesive materials

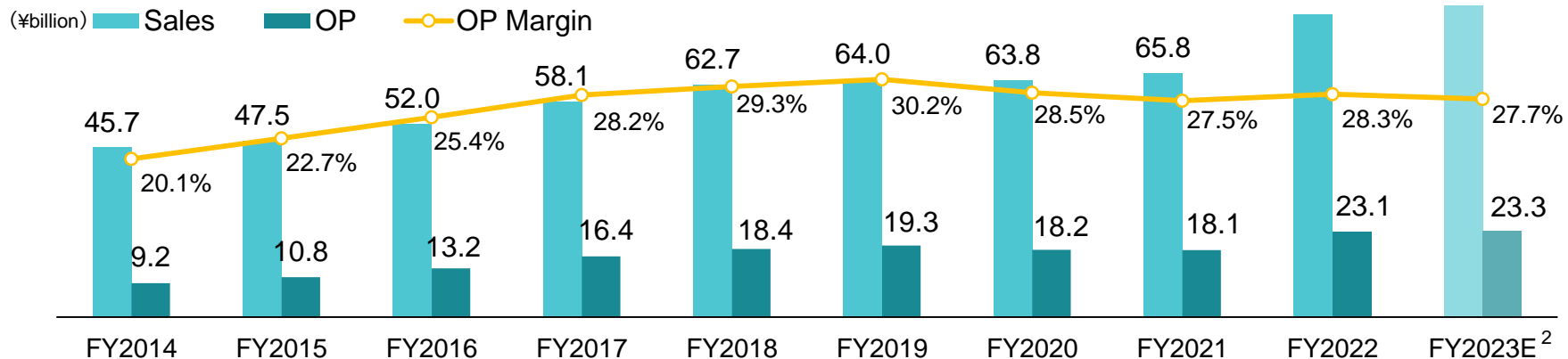


2. TSV (Through Silicon Via)

FY2022 Actual by Segment (¥billion)



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



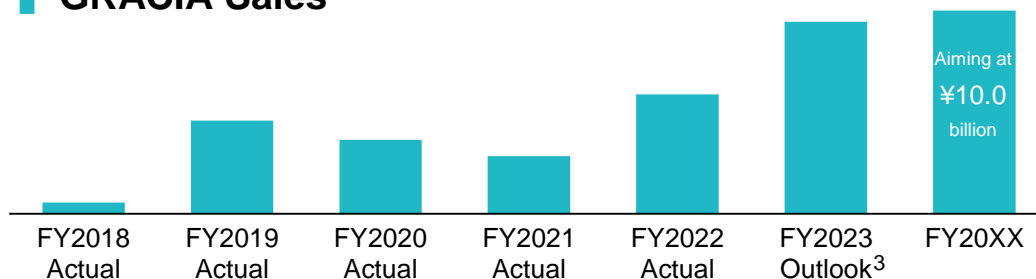
1. Organizational changes were implemented in April 2022. FY2014-2020 figures are based on old segmentation, FY2021 has been revised to reflect organizational changes in April 2022 (see p79, p80)

2. Outlook as of Nov 2023

【1H】 Sales YOY -1%, Sales below target 【Full-Year Outlook】 Sales YOY +3%  
(Reference) Domestic agrochemical market YOY decreased in Apr - Aug 2023 (JCPA)

Main Products (Agro: in order of FY2022 Sales amount)	Types	FY2023 Outlook as of May 2023					FY2023 Outlook as of Nov 2023					
		YOY					YOY					
		1Q	2Q	1H	2H	Total	1Q Actual	2Q Actual	1H Actual	2H	Total	
Agro	ROUNDUP <sup>1</sup>	Herbicide	+2%	+13%	+7%	+6%	+6%	-14%	-3%	-10%	+5%	-2%
	ALTAIR	Herbicide	+12%	+17%	+13%	+9%	+10%	-7%	-57%	-17%	+1%	-3%
	TARGA	Herbicide	-17%	-25%	-20%	-9%	-14%	+10%	-15%	+1%	-3%	-1%
	LEIMAY	Fungicide	-46%	+72%	-6%	+4%	+1%	-60%	-22%	-47%	0%	-17%
	GRACIA	Insecticide	+58%	+84%	+70%	+21%	+37%	+87%	+142%	+113%	+36%	+61%
	DITHANE	Fungicide	-23%	+3%	-12%	-1%	-5%	-21%	+20%	-3%	+6%	+3%
	PERMIT	Herbicide	-4%	+51%	+36%	-36%	0%	+9%	+36%	+28%	-26%	+1%
Animal Health	Fluralaner	Animal Health products	-3%	-1%	-2%	+10%	+3%	-4%	+15%	+5%	+14%	+9%
<b>Total Segment<sup>2</sup></b>		-	-3%	+10%	+3%	+3%	+3%	-5%	+3%	-1%	+6%	+3%

## GRACIA Sales



3. Outlook as of Nov 2023

## Reference

[ROUNDUP Business Briefing](#) (January 22, 2020)

[Agrochemicals Business Briefing](#) (September 28, 2022)

1. ROUNDUP AL for general household account for 32% of total ROUNDUP sales (1H FY2023 Actual)
2. Total segment sales YOY include discount

【1H】 Sales down ¥0.4 billion, OP down ¥0.5 billion, Fixed cost up ¥0.8 billion

(¥billion)

	FY2022 Actual			FY2023 Actual			YOY Change	
	1Q	2Q	1H	1Q	2Q	1H	2Q	1H
Sales	19.7	16.0	35.7	18.8	16.5	35.3	+0.5	-0.4
OP	6.8	5.3	12.1	6.6	5.0	11.6	-0.3	-0.5

Main products	ROUNDUP(Herbicide)	Sales down (ML&AL: volume down due to unfavorable weather and distribution inventory adjustment)
	ALTAIR(Herbicide)	Sales down (domestic: sales flat, export: sales down in Korea)
	TARGA(Herbicide)	Sales flat
	LEIMAY(Fungicide)	Sales down (export: sales down in Europe due to distribution inventory adjustment)
	GRACIA(Insecticide)	Sales up (domestic: sales up, export: sales expansion in Asia)
	DITHANE(Fungicide)	Sales down
	PERMIT(Herbicide)	Sales up (export: sales up due to shipment skewed to 1H in FY2023)
	Fluralaner(Animal health product)	Sales up (API sales: flat, royalties: sales up, partially affected by JPY depreciation)

【1H】 Sales below target ¥1.5 billion, OP below target ¥0.4 billion,  
Fixed cost below expectations ¥0.3 billion

(¥billion)

	FY2023 Outlook as of May 2023			FY2023 Actual			vs. Outlook	
	1Q	2Q	1H	1Q	2Q	1H	2Q	1H
Sales	19.2	17.6	36.8	18.8	16.5	35.3	-1.1	-1.5
OP	6.6	5.4	12.0	6.6	5.0	11.6	-0.4	-0.4

Main products	ROUNDUP(Herbicide)	Sales below target (ML & AL: volume down due to unfavorable weather and distribution inventory adjustment)
	ALTAIR(Herbicide)	Sales below target (domestic: below target due to distribution inventory adjustment, export: below target in Korea)
	TARGA(Herbicide)	Sales above target (export: good sales in Europe)
	LEIMAY(Fungicide)	Sales below target (domestic: below target, export: below target in Europe due to distribution inventory adjustment)
	GRACIA(Insecticide)	Sales above target (export: sales expansion in Asia)
	DITHANE(Fungicide)	Sales above target
	PERMIT(Herbicide)	Sales below target (export: below target due to distribution inventory adjustment)
	Fluralaner(Animal health product)	Sales above target (API sales & royalties: sales above target, partially affected by JPY depreciation)

【Full-Year】 Sales up ¥2.4 billion, OP up ¥0.2 billion, Fixed cost up ¥1.6 billion

(¥billion)

	FY2022 Actual					FY2023 Outlook as of Nov 2023					YOY Change				
	1H	3Q	4Q	2H	Total	1H Actual	3Q	4Q	2H	Total	1H	3Q	4Q	2H	Total
Sales	35.7	13.1	32.8	45.9	81.6	35.3	13.9	34.8	48.7	84.0	-0.4	+0.8	+2.0	+2.8	+2.4
OP	12.1	3.1	7.9	11.0	23.1	11.6	2.9	8.8	11.7	23.3	-0.5	-0.2	+0.9	+0.7	+0.2

Main products	ROUNDUP(Herbicide)	Sales down (ML: volume down due to unfavorable weather and distribution inventory adjustment, AL: sales flat)
	ALTAIR(Herbicide)	Sales down (domestic: sales flat, export: sales down in Korea)
	TARGA(Herbicide)	Sales flat
	LEIMAY(Fungicide)	Sales down (export: sales down in Europe due to distribution inventory adjustment)
	GRACIA(Insecticide)	Sales up (domestic: sales up, export: sales expansion in Asia)
	DITHANE(Fungicide)	Sales up (export: sales up in Korea)
	PERMIT(Herbicide)	Sales flat
	Fluralaner(Animal health product)	Sales up (API sales & royalties: sales up, partially affected by JPY depreciation)

【2H】 Sales above target ¥1.3 billion, OP above target ¥0.1 billion,  
Fixed cost above expectations ¥0.8 billion

(¥billion)

	FY2023 Outlook as of May 2023			FY2023 Outlook as of Nov 2023			vs. Outlook as of May 2023		
	1H	2H	Total	1H Actual	2H	Total	1H	2H	Total
Sales	36.8	47.4	84.2	35.3	48.7	84.0	-1.5	+1.3	-0.2
OP	12.0	11.6	23.6	11.6	11.7	23.3	-0.4	+0.1	-0.3

Main products	Product Name	Description
	ROUNDUP(Herbicide)	Sales in line with target
	ALTAIR(Herbicide)	Sales below target (domestic: below target)
	TARGA(Herbicide)	Sales above target (export: above target in India)
	LEIMAY(Fungicide)	Sales below target (export: below target in Europe due to distribution inventory adjustment)
	GRACIA(Insecticide)	Sales above target (domestic: above target, export: sales expansion in Asia)
	DITHANE(Fungicide)	Sales above target (domestic: in line with target, export: above target in Korea)
	PERMIT(Herbicide)	Sales above target (export: above target)
	Fluralaner(Animal health product)	Sales above target (API sales: in line with target, royalties: above target, partially affected by JPY depreciation)

	Launch	Products	Application	Product development type	Notes
Existing products	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
	2010	ROUNDUP AL	Herbicide	In-house	For general household shower-type herbicide market, launched ROUNDUP AL II in FY2016 and AL III in FY2017, growing sharply
	2011	ALTAIR	Herbicide	In-house	Launched in Korea in FY2011 and in Japan in FY2012
	2013	Fluralaner	Animal health product	In-house	Started to be supplied to MSD <sup>1</sup> in July as scheduled
	2014	BRAVECTO <sup>®2</sup>	Veterinary medical 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
	2017	TRANSFORM™ / EXCEED™ / VIRESKO™	Insecticide	Licensed-in	Licensed from Dow
New products - Pipeline	2018	GRACIA	Insecticide	In-house	Effective against a wide range of serious pests, having less negative impact on honeybees. Launched in Korea in FY2018, in Japan in FY2019, and In India and Indonesia in FY2021 (expected peak sales ¥10.0 billion)
	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
	2024	NC-653 (DIMESULFAZET)	Herbicide	In-house	Effective against resistant weeds, having excellent safety to rice (expected peak sales ¥3.5 billion)
	2025	NC-520	Insecticide	Joint development	Insecticide for paddy rice co-developed with other companies. Highly effective against planthoppers (expected peak sales ¥2.5 billion including mixture products)
	2027	NC-656 (IPTRIAZOPYRID)	Herbicide	In-house	Our first foliar application rice herbicide with excellent efficacy against resistant grass weeds (expected peak sales ¥10.0 billion)

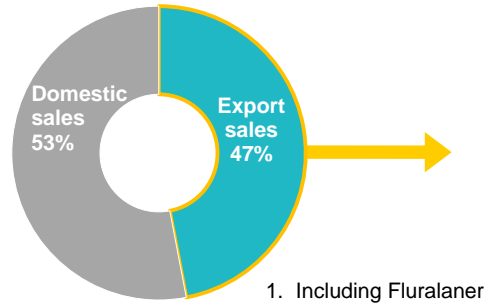
**Expected peak sales of new products**  
**¥31.0 billion**

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

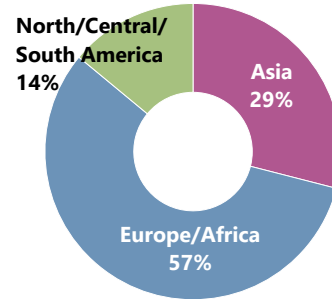


No.1 in the domestic agrochemicals sales ranking (Oct 2020- Sep 2021)  
 In our Agrochemical sales, domestic sales are larger than overseas sales

### Export ratio of agrochemicals business (FY2022 Actual)<sup>1</sup>

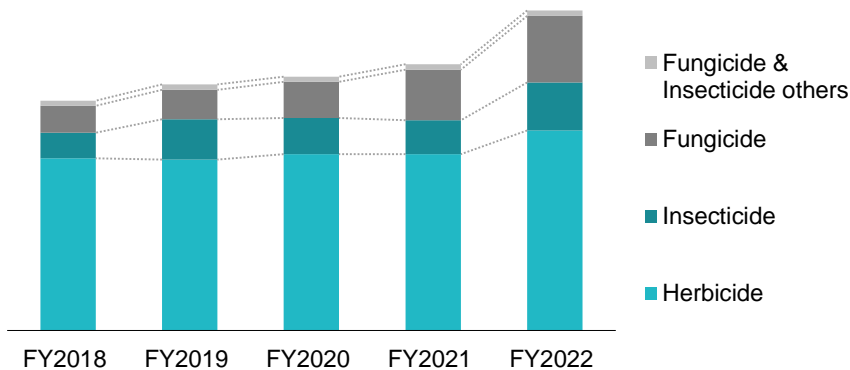


### Distribution by Region

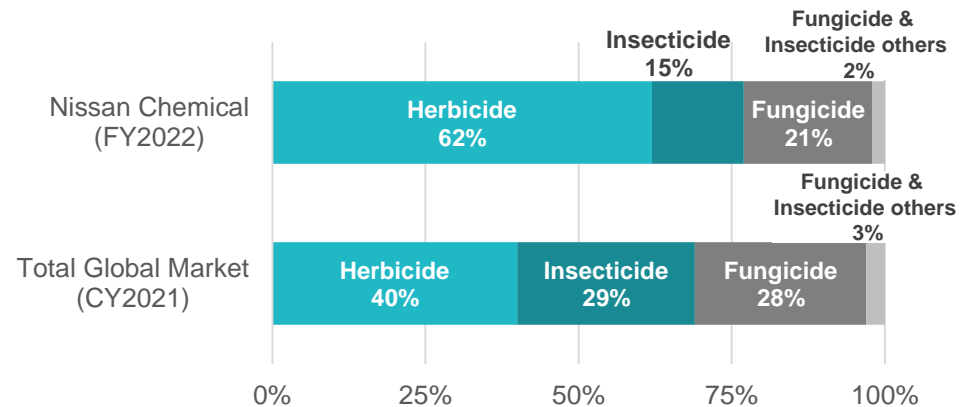


Expand product portfolio through sales expansion of existing products, launching in-house developed products, acquisition and introduction of pesticides

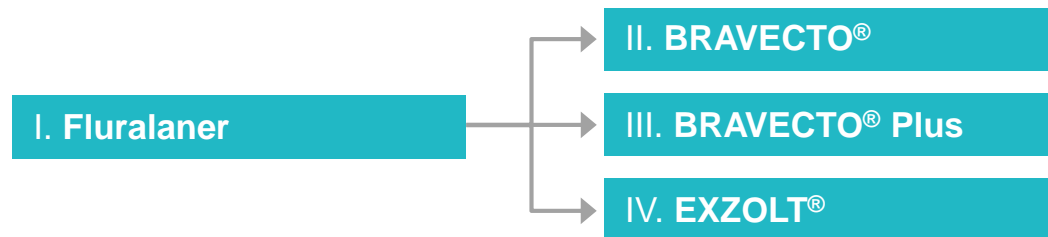
### Nissan Chemical Sales Trend



### Nissan Chemical Sales Distribution



- BRAVECTO® series and EXZOLT®, which contains the active pharmaceutical ingredient of Fluralaner invented by Nissan Chemical, are currently available in more than 100 countries.
- BRAVECTO®'s greatest feature is its effectiveness, which lasts up to 12 weeks (existing products last up to about 1 month)



## I. Fluralaner

- Invented by Nissan Chemical and supplied to MSD<sup>1</sup> 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

## II. BRAVECTO®

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

## III. BRAVECTO® Plus

- A broad-spectrum combination spot-on solution for cats to treat internal and external parasite infestations
  - July 2018 EU, thereafter, USA, Japan, etc.

## IV. EXZOLT®

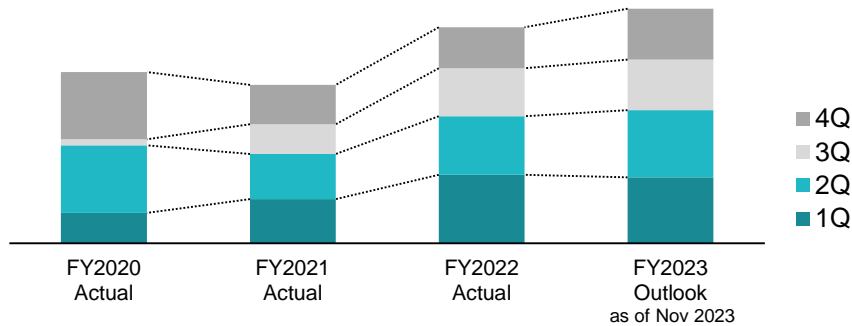
- A poultry medicine against red mite launched by MSD (administered via drinking water)
  - September 2017 EU, thereafter, Korea and Middle East etc., July 2021 Japan
- A cattle medicine
  - September 2022 launched in Brazil, April 2023 launched in Mexico
- A sheep medicine
  - March 2023 approved in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

1. MSD: MSD Animal Health, the global animal health business unit of Merck 2. 8 weeks for *Rhipicephalus sanguineus* ticks

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

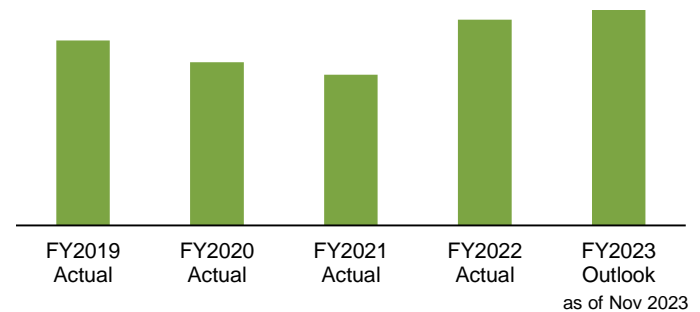
- Sales of Fluralaner to MSD as API<sup>1</sup> of BRAVECTO<sup>®</sup> and EXZOLT<sup>®</sup> products
  - Running royalties received from MSD
1. API: Active Pharmaceutical Ingredient

## FY2020-FY2023 Fluralaner Quarterly Sales (including royalties)



Royalties revenue used to be recognized in 2Q and 4Q until FY2020. Due to changes in accounting policies, it has been recognized in each quarter since FY2021 (see p78).

## FY2019-FY2023 Fluralaner Sales Image (including royalties)



- Inventory adjustments for Fluralaner were completed in FY2021.
- A large sales increase in FY2022 due to the shipments shifted from FY2021 to FY2022 and JPY depreciation. Actual exchange rate is ¥136/\$.
- Assumed exchange rate for FY2023 is ¥142/\$.

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

- MSD is developing several pipeline products which contain the API of Fluralaner (including new types of BRAVECTO<sup>®</sup> for pets)
  - May 2023, BRAVECTO Quantum<sup>™</sup> injectable solution for dogs was approved in AUS (feature: providing 12 months<sup>1</sup> of continuous protection)
1. 11 months for *Rhipicephalus sanguineus* ticks

- New API production site to ensure a stable global supply and reduce manufacturing costs
- Completed establishment as planned, NBR is added as a consolidated subsidiary from FY2022
- Started commercial operation (March 2023)
- NBR is expected to be profitable on non-consolidated basis in FY2023 as assumed

## 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, etc.) and exporting them to Nissan Chemical
Number of Operators	About 120 (as of April 1, 2023)
Plant Operating	Started from 4Q FY2022
Shareholders	Nissan Chemical 70%, Bharat Rasayan Ltd (BRL)30%
Board of Directors	Nissan Chemical 5, BRL 2, Independent 1, Total 8

## Bharat Rasayan Ltd (BRL)

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

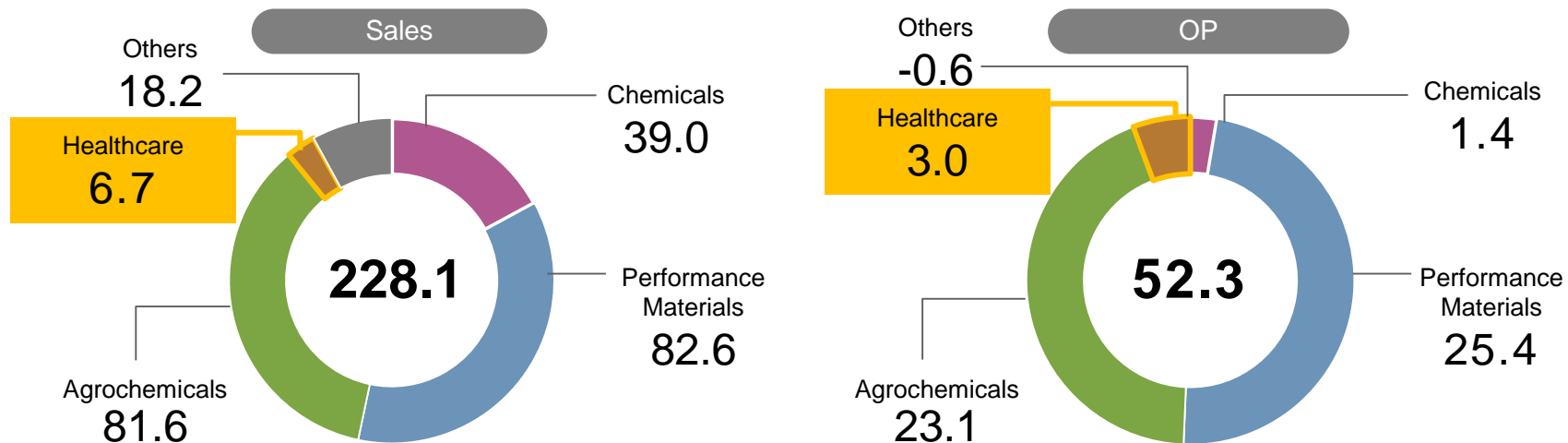
## Funding Plan (as of May 2022)

		(¥billion)	
Plant	<b>6.0</b>	Capital	<b>2.3</b>
Working capital and others	<b>2.8</b>	Borrowings provided by Nissan Chemical	<b>6.5</b>
<b>Total required funds</b>	<b>8.8</b>	<b>Total funding plan</b>	<b>8.8</b>

## Advantages to Nissan Chemical

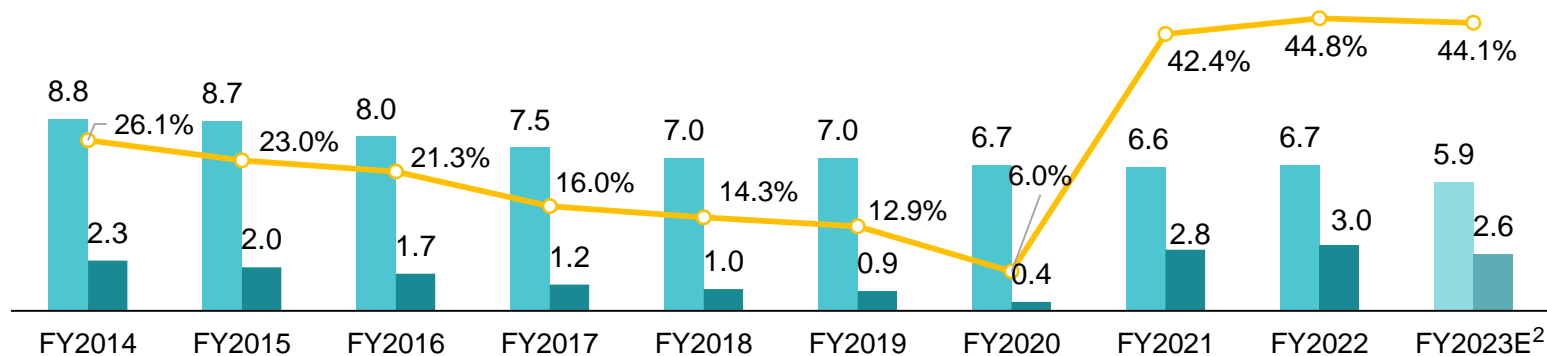
- Reliable and experienced local partner
- Diversify and secure sources of active ingredients and decrease materials shortage risks
- Lower production costs compared to plants in Japan
- Readily available plant site (official approval process for land lease already completed)
- Much less management and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

FY2022 Actual by Segment (¥billion)



Healthcare – Recent Financial Performance<sup>1</sup>

(¥billion) Sales OP OP Margin

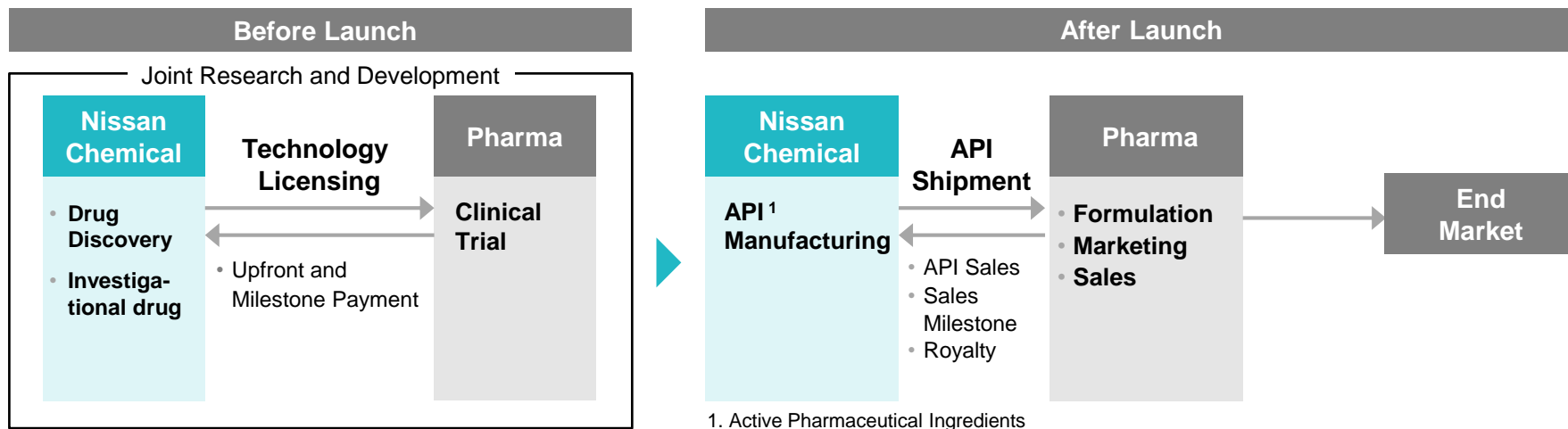


1. Organizational changes were implemented in April 2022. FY2014-2020 figures are based on old segmentation, FY2021 has been revised to reflect organizational changes in April 2022 (see p79, p80)

2. Outlook as of Nov 2023

Unique ethical pharma business model without sales force

## Business Model (Drug Discovery)



## LIVALO

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

Sales	FY2020 Actual <sup>2</sup>	FY2021 Actual	FY2022 Actual	FY2023 Outlook as of May 2023	FY2023 Outlook as of Nov 2023
API Sales YoY Change	-30%	-17%	0%	-7%	-13%
Domestic YoY Change	+6%	+30%	-17%	-29%	-32%
Export YoY Change	-35%	-28%	+7%	-1%	-7%
Change from FY2012 <sup>1</sup>	-73%	-78%	-78%	-79%	-81%

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

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

### High-valued added GE API products

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

### Custom Chemicals Sales Growth

#### Sales (FY2014-2023)

(¥billion)

FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023 Outlook as of May	FY2023 Outlook as of Nov
1.8	2.3	2.4	2.5	2.6	2.9	3.8	4.2	4.3	3.8	3.8

#### Sales YOY Change (FY2021-2023)

FY2021 Actual			FY2022 Actual			FY2023 Outlook as of May 2023			FY2023 Outlook as of Nov 2023		
1H	2H	Total	1H	2H	Total	1H	2H	Total	1H Actual	2H	Total
+29%	-2%	+11%	-6%	+12%	+4%	+14%	-30%	-12%	+24%	-39%	-13%

**【1H】Sales up ¥0.30 billion, OP up ¥0.35 billion**

(¥billion)

	FY2022 Actual			FY2023 Actual			YOY Change	
	1Q	2Q	1H	1Q	2Q	1H	2Q	1H
Sales	1.65	1.60	3.25	1.95	1.60	3.55	0.00	+0.30
Healthcare	0.83	0.59	1.42	0.61	0.68	1.29	+0.09	-0.13
Custom Chemicals	0.82	1.01	1.83	1.34	0.92	2.26	-0.09	+0.43
OP	0.76	0.70	1.46	1.09	0.72	1.81	+0.02	+0.35
Healthcare	0.39	0.24	0.63	0.28	0.29	0.57	+0.05	-0.06
Custom Chemicals	0.37	0.46	0.83	0.81	0.43	1.24	-0.03	+0.41

1. Figures in p21, p22, p23, p24, p76, p77 may not match the numbers on this page due to rounding.

### 【1H】Sales & OP down

Healthcare

LIVALO

Sales down (domestic and export down)

### 【1H】Sales & OP up

Custom  
Chemicals

Sales up due to shipment skewed to 1H in FY2023



【1H】 Sales above target ¥0.30 billion, OP above target ¥0.29 billion

(¥billion)

	FY2023 Outlook as of May 2023			FY2023 Actual			vs. Outlook	
	1Q	2Q	1H	1Q	2Q	1H	2Q	1H
Sales	1.88	1.37	3.25	1.95	1.60	3.55	+0.23	+0.30
Healthcare	0.61	0.56	1.17	0.61	0.68	1.29	+0.12	+0.12
Custom Chemicals	1.27	0.81	2.08	1.34	0.92	2.26	+0.11	+0.18
OP	0.97	0.55	1.52	1.09	0.72	1.81	+0.17	+0.29
Healthcare	0.27	0.21	0.48	0.28	0.29	0.57	+0.08	+0.09
Custom Chemicals	0.70	0.34	1.04	0.81	0.43	1.24	+0.09	+0.20

1. Figures in p21, p22, p23, p24, p76, p77 may not match the numbers on this page due to rounding.

## 【1H】Sales & OP above target

Healthcare

LIVALO

Sales above target  
(domestic above target, export below target)

## 【1H】Sales & OP above target

Custom  
Chemicals

Sales above target due to shipment shifted from  
2H FY2023 to 1H FY2023 in some products

【Full-Year】 Sales down ¥0.73 billion, OP down ¥0.40 billion

(¥billion)

	FY2022 Actual					FY2023 Outlook as of Nov 2023					YOY Change				
	1H	3Q	4Q	2H	Total	1H Actual	3Q	4Q	2H	Total	1H	3Q	4Q	2H	Total
Sales	3.25	1.59	1.83	3.42	6.67	3.55	1.06	1.33	2.39	5.94	+0.30	-0.53	-0.50	-1.03	-0.73
Healthcare	1.42	0.35	0.58	0.93	2.35	1.29	0.58	0.29	0.87	2.16	-0.13	+0.23	-0.29	-0.06	-0.19
Custom Chemicals	1.83	1.24	1.25	2.49	4.32	2.26	0.48	1.04	1.52	3.78	+0.43	-0.76	-0.21	-0.97	-0.54
OP	1.46	0.66	0.87	1.53	2.99	1.81	0.33	0.45	0.78	2.59	+0.35	-0.33	-0.42	-0.75	-0.40
Healthcare	0.63	0.10	0.20	0.30	0.93	0.57	0.20	0.06	0.26	0.83	-0.06	+0.10	-0.14	-0.04	-0.10
Custom Chemicals	0.83	0.56	0.67	1.23	2.06	1.24	0.13	0.39	0.52	1.76	+0.41	-0.43	-0.28	-0.71	-0.30

1. Figures in p21, p22, p23, p24, p76, p77 may not match the numbers on this page due to rounding.

### 【Full-Year】 Sales & OP down

Healthcare

LIVALO

Sales down (domestic and export down)

### 【Full-Year】 Sales & OP down

Custom  
Chemicals

Sales down due to shipment shifted from FY2023 to FY2024

# FY2023 Financial Results

## Compared to Outlook as of May 2023

**【2H】** Sales below target ¥0.40 billion, OP below target ¥0.01 billion

(¥billion)

	FY2023 Outlook as of May 2023			FY2023 Outlook as of Nov 2023			vs. Outlook as of May 2023		
	1H	2H	Total	1H Actual	2H	Total	1H	2H	Total
Sales	3.25	2.79	6.04	3.55	2.39	5.94	+0.30	-0.40	-0.10
Healthcare	1.17	1.06	2.23	1.29	0.87	2.16	+0.12	-0.19	-0.07
Custom Chemicals	2.08	1.73	3.81	2.26	1.52	3.78	+0.18	-0.21	-0.03
OP	1.52	0.79	2.31	1.81	0.78	2.59	+0.29	-0.01	+0.28
Healthcare	0.48	0.26	0.74	0.57	0.26	0.83	+0.09	0.00	+0.09
Custom Chemicals	1.04	0.53	1.57	1.24	0.52	1.76	+0.20	-0.01	+0.19

1. Figures in p21, p22, p23, p24, p76, p77 may not match the numbers on this page due to rounding.

### 【2H】Sales below target, OP in line with target

Healthcare

LIVALO

Sales below target  
(domestic and export below target)

### 【2H】Sales & OP below target

Custom  
Chemicals

Sales below target due to shipment shifted from  
FY2023 to FY2024

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## E

(Environment)


## S

(Social)

- April 2021 Announced its Diversity Statement and Diversity Vision
- May 2022 Decided to work on realization of carbon neutrality by 2050  
Established new long-term target for reducing greenhouse gas (GHG) emissions(see p64)
- June 2022 Reduced GHG emissions by melamine production stop (26,000 tons, equivalent to about 7% of FY2018)
- June 2022 Established Climate Change Committee
- October 2023 Published "[Integrated Report 2023](#) 

## G

(Governance)

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

# ESG Index and Third-party Recognition

## Dow Jones Sustainability Asia Pacific Index

- December 2022  
Selected as a constituent  
for 5 consecutive years



## S&P/JPX Carbon Efficient Index

- June 2023  
Selected as a constituent  
for 5 consecutive years



## FTSE

- June 2023: Selected as a constituent of FTSE4Good Index Series, FTSE Blossom Japan Index for 4 consecutive years
- June 2023: Selected as a constituent of FTSE Blossom Japan Sector Relative for 2 consecutive years

1. FTSE Russell confirms that Nissan Chemical has been independently assessed according to the index criteria, and has satisfied the requirements to become a constituent of the FTSE Blossom Japan Sector Relative Index. The FTSE Blossom Japan Sector Relative Index is used by a wide variety of market participants to create and assess responsible investment funds and other products.



## MSCI

- June 2023: Selected as a constituent for 4 consecutive terms (Japan Empowering Women (WIN) Select Index)
- June 2023: Upgraded from BBB to A (MSCI ESG Rating)

### 2023 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)

2. THE INCLUSION OF NISSAN CHEMICAL CORPORATION IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF NISSAN CHEMICAL CORPORATION BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.

## Certified Health & Productivity Management Organization (White 500)

- March 2023 Acquired for 7 consecutive years



## Morningstar

- March 2023 Selected as a constituent of Japan ex-REIT Gender Diversity Tilt Index

## Integrated Report selected by GPIF's Asset Managers

- February 2022  
Selected as "Excellent Integrated Report" for 2 consecutive years
- February 2023  
Selected as "Highly Improved Integrated Report"



## Task Force on Climate-related Financial Disclosures (TCFD)

- August 2020  
Announced its support for recommendations



## GX League

- February 2023 Announced its support for recommendations
- April 2023 Announced its participation



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

▶▶▶1

## Provision of New Value for Helping to Enrich People's Lives

### ▶ Nissan Chemical Sustainable Agenda<sup>1</sup>

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

**Maintain at least 55%**

1. A plan to pursue "what we can do for the future of the globe and human" by providing products and services that contribute to solving social issues

▶▶▶2

## Strengthening of Nissan Chemical's Business Base

### ▶ Personnel retention and trainings

Positive response rate in survey of employee attitude

**At least 65%**

### ▶ Promote Diversity

Proportion of female researchers

**At least 18%**

▶▶▶3

## Continuous Improvement of Responsible Care Activities

### ▶ GHG Emission Target

Reduced by **at least 30%** compared to FY2018

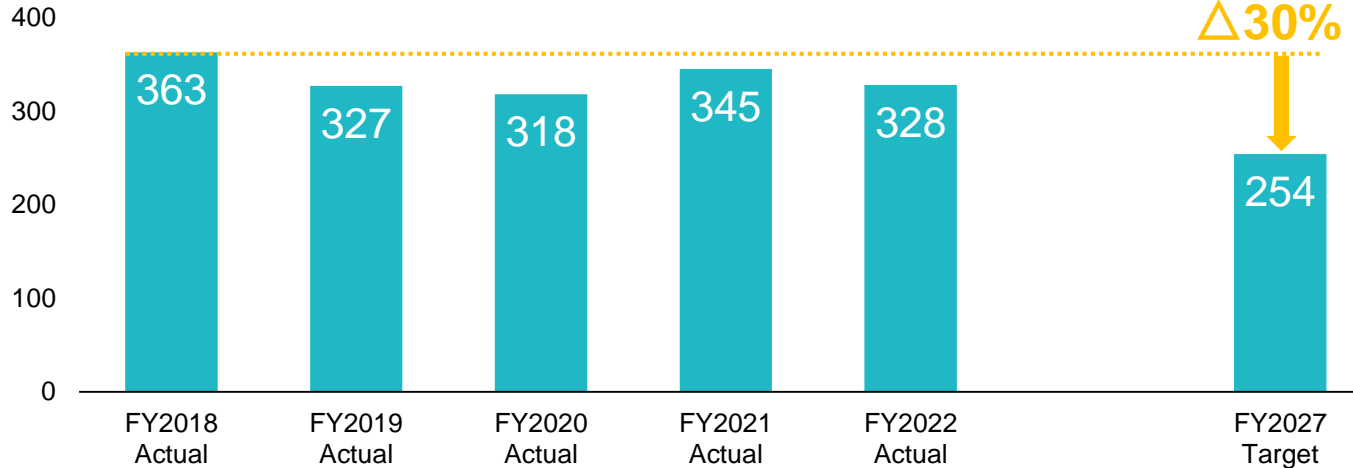
## Our Materiality

Strengthening of Corporate Governance, Risk Management and Compliance

# Reduction of GHG Emissions

- Focus on improving production technology and adopting renewable energy etc., in addition to conventional efforts, to achieve carbon neutrality by 2050
- GHG emissions target for FY2027: Reduce by at least 30% compared to FY2018 (SCOPE1+2)

(Thousands of tons of -CO<sub>2</sub>)



## Comparison of GHG emissions with general chemical manufacturers

(Thousands of tons -CO<sub>2</sub>)

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

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

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



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# Mid-Term Plan Vista2027 (FY2022-2027) announced in May 2022

## Sales and Income Targets by Segment

(¥billion)

		FY2021 Actual <sup>1</sup>	FY2022 Actual	FY2023 Outlook <sup>3</sup>	FY2023 Outlook <sup>4</sup>	FY2024 Mid-Term Plan	FY2027 Mid-Term Plan	FY2024 vs. FY2021	FY2027 vs. FY2021
<b>Chemicals</b>	Sales	37.6	39.0	41.3	38.6	37.6	40.1	0.0	+2.5
	OP	3.8	1.4	3.2	0.8	3.5	3.9	-0.3	+0.1
<b>Performance Materials</b>	Sales	81.7	82.6	87.5	84.5	102.9	117.2	+21.2	+35.5
	OP	27.6	25.4	26.5	23.3	32.1	38.0	+4.5	+10.4
<b>Agrochemicals</b>	Sales	65.8	81.6	84.2	84.0	77.8	82.3	+12.0	+16.5
	OP	18.1	23.1	23.6	23.3	21.7	21.0	+3.6	+2.9
<b>Healthcare</b>	Sales	6.6	6.7	6.0	5.9	7.2	11.5	+0.6	+4.9
	OP	2.8	3.0	2.3	2.6	2.1	4.3	-0.7	+1.5
<b>Trading, Others, Adjustment</b>	Sales	16.3	18.2	18.3	14.5	29.5	33.9	+13.2	+17.6
	OP	-1.3	-0.6	-0.9	-1.4	-0.9	-0.2	+0.4	+1.1
<b>Planning and Development<sup>2</sup></b>	Sales	0.0	0.0	0.0	0.0	1.3	4.4	+1.3	+4.4
	OP	-4.9	-5.5	-5.7	-5.7	-4.7	-4.7	+0.2	+0.2
<b>Total</b>	Sales	208.0	228.1	237.3	227.5	255.0	285.0	+47.0	+77.0
	OP	51.0	52.3	54.7	48.6	58.5	67.0	+7.5	+16.0

1. FY2021 actual has been revised to reflect organizational changes in April 2022 (see p79, p80)

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

3. Outlook as of May 2023

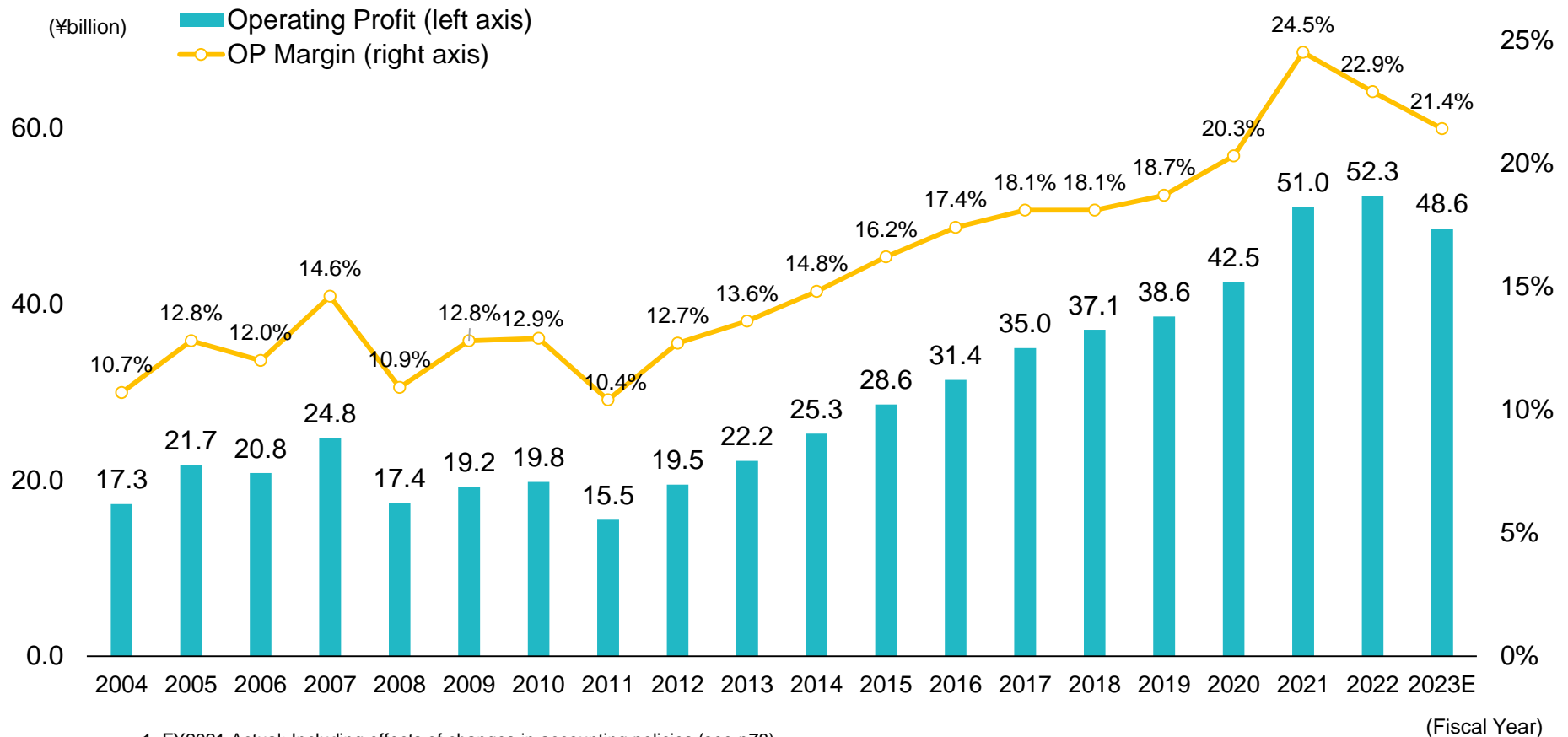
4. Outlook as of Nov 2023

(¥billion)

Impact of organizational changes regarding Healthcare Div.	FY2024	FY2027
R&D expenses (Impact of transfer to Planning and Development Division)	1.3	1.3

# OP Margin Trend

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

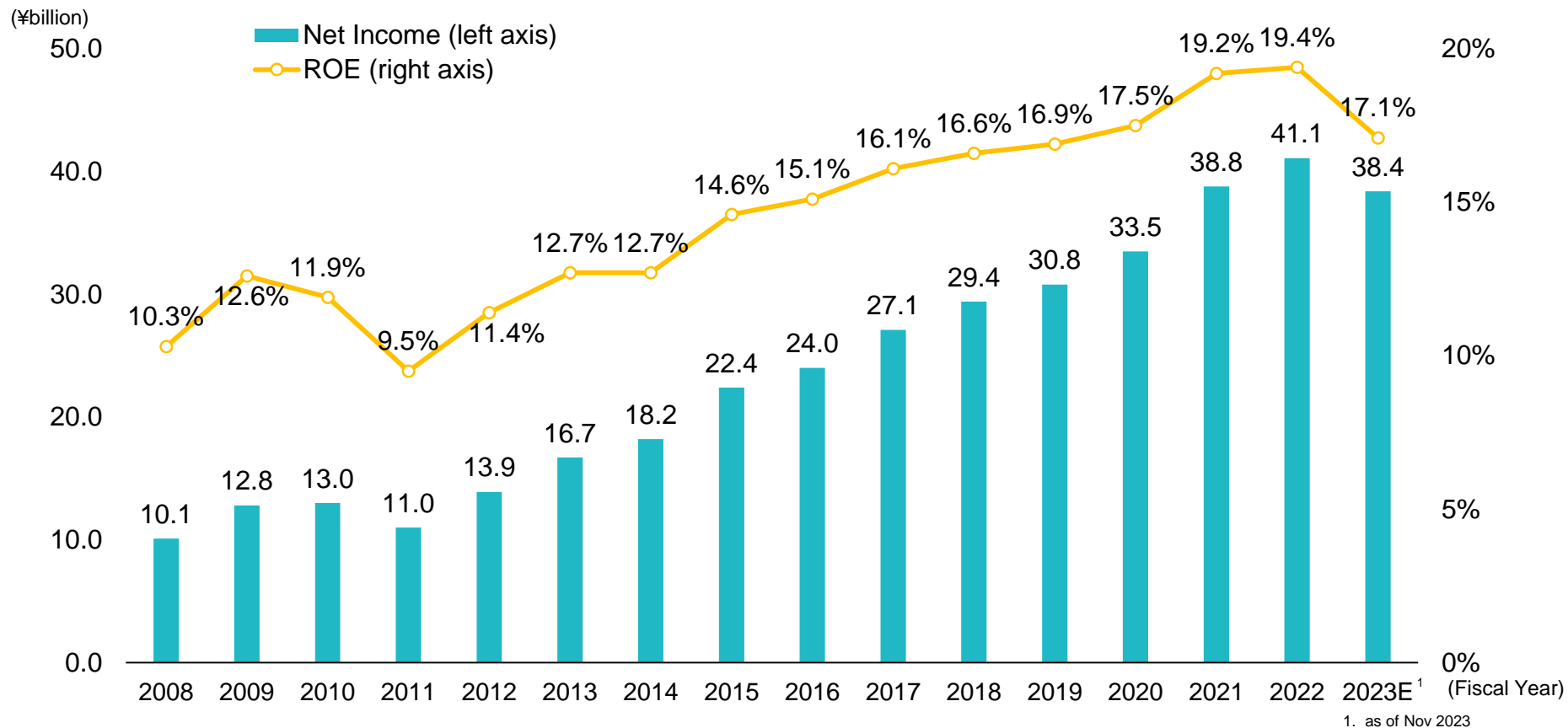


1. FY2021 Actual: Including effects of changes in accounting policies (see p78)  
 2. 2023E: Outlook as of Nov 2023

(Fiscal Year)

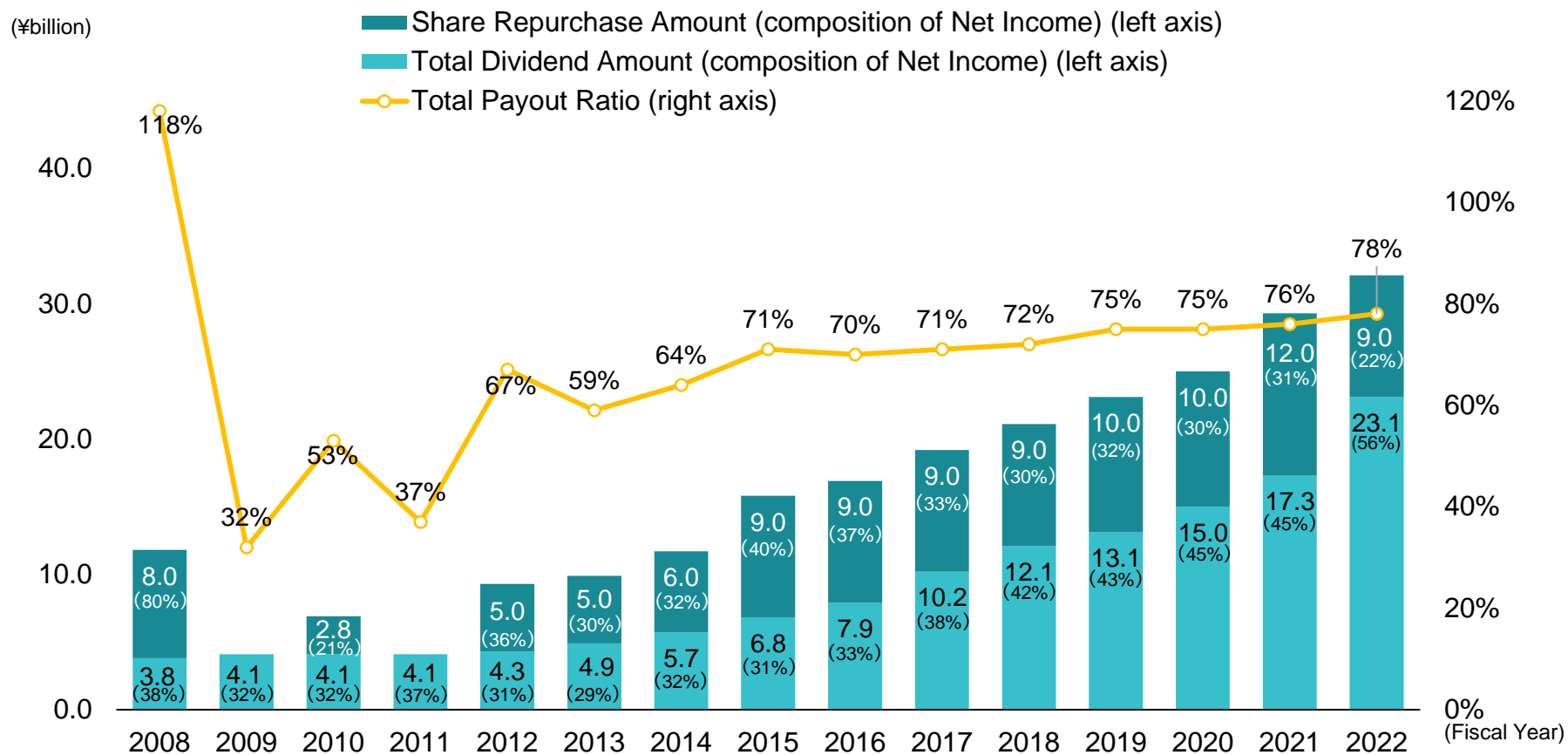
# ROE Trend

- Position ROE as the most important financial indicator for a long time
- Mid-Term Plan FY2019-2021 Target : Maintain above 16% ⇒ Achieved
- New Mid-Term Plan FY2022-2027 Target: above 18%
- FY2023 Outlook: 17.1%



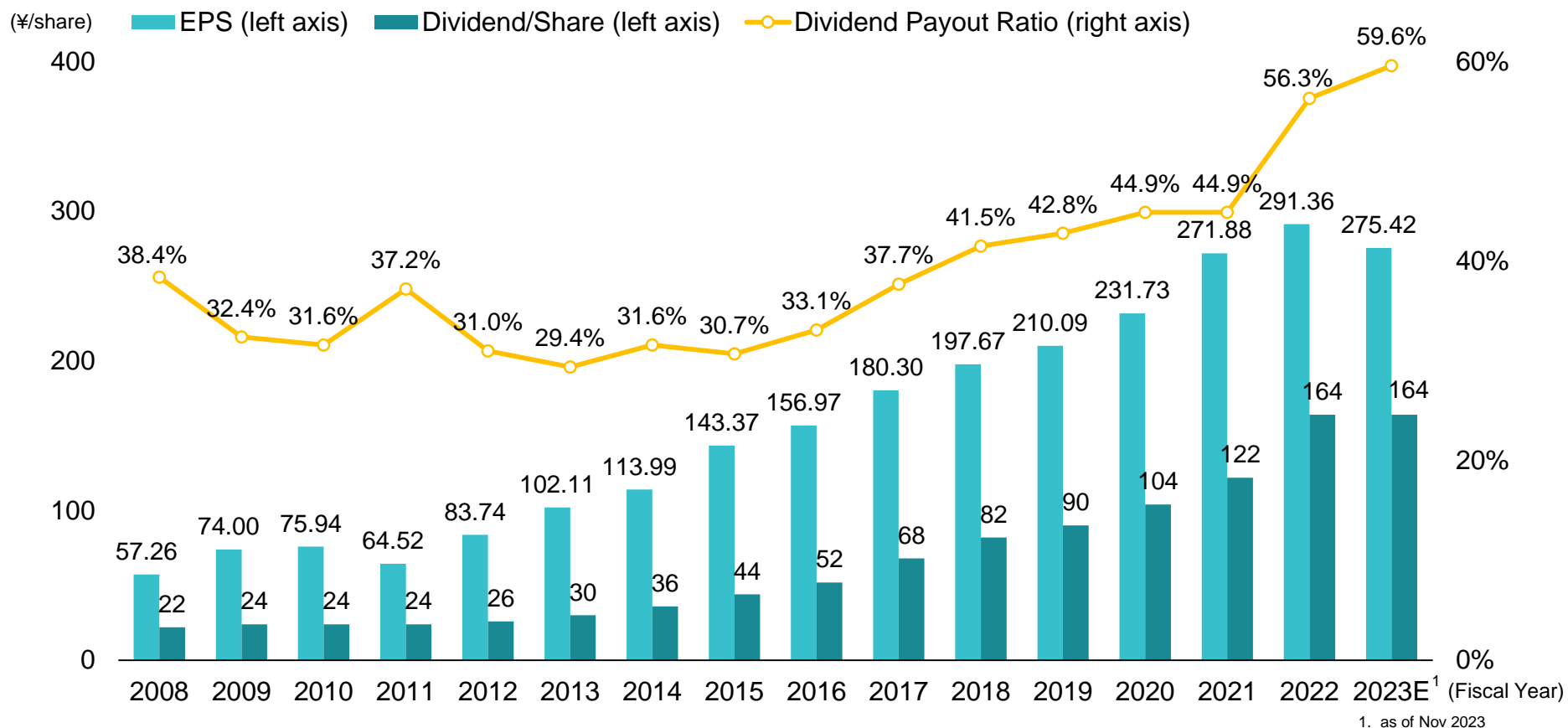
# Shareholders Return Policy - Total Payout Ratio

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



# Shareholders Return Policy – Dividend Payout Ratio

- Gradually increased from 30.7% in FY2015 to 44.9% in FY2021
- Increase Dividend Payout Ratio Target to 55% from 45% in New Mid-Term Plan FY2022-2027
- Emphasis on direct shareholder returns
- Increased dividend/share for 11 consecutive years until FY2022 (FY2022 Actual: 56.3%)



# Shareholders Return Policy - Share Repurchase

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

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

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

## FY2018 - 2023 Share Repurchase and Cancel Program

Fiscal Year	2018			2019			2020			2021			2022			2023
	1H	2H	Total	1H	2H	Total	1H	2H	Total	1H	2H	Total	1H	2H	Total	1H <sup>3</sup>
Shares purchased (thousand shares) <sup>1</sup>	976	706	1,682	1,270	868	2,138	1,334	495	1,829	1,262	771	2,033	683	673	1,356	805
Purchase costs (¥billion) <sup>1</sup>	5.0	4.0	9.0	6.0	4.0	10.0	7.0	3.0	10.0	7.0	5.0	12.0	5.0	4.0	9.0	5.0
Shares cancelled (thousand shares)	2,000	0	2,000	2,000	1,000	3,000	1,000	0	1,000	2,000	0	2,000	1,700	0	1,700	1,500

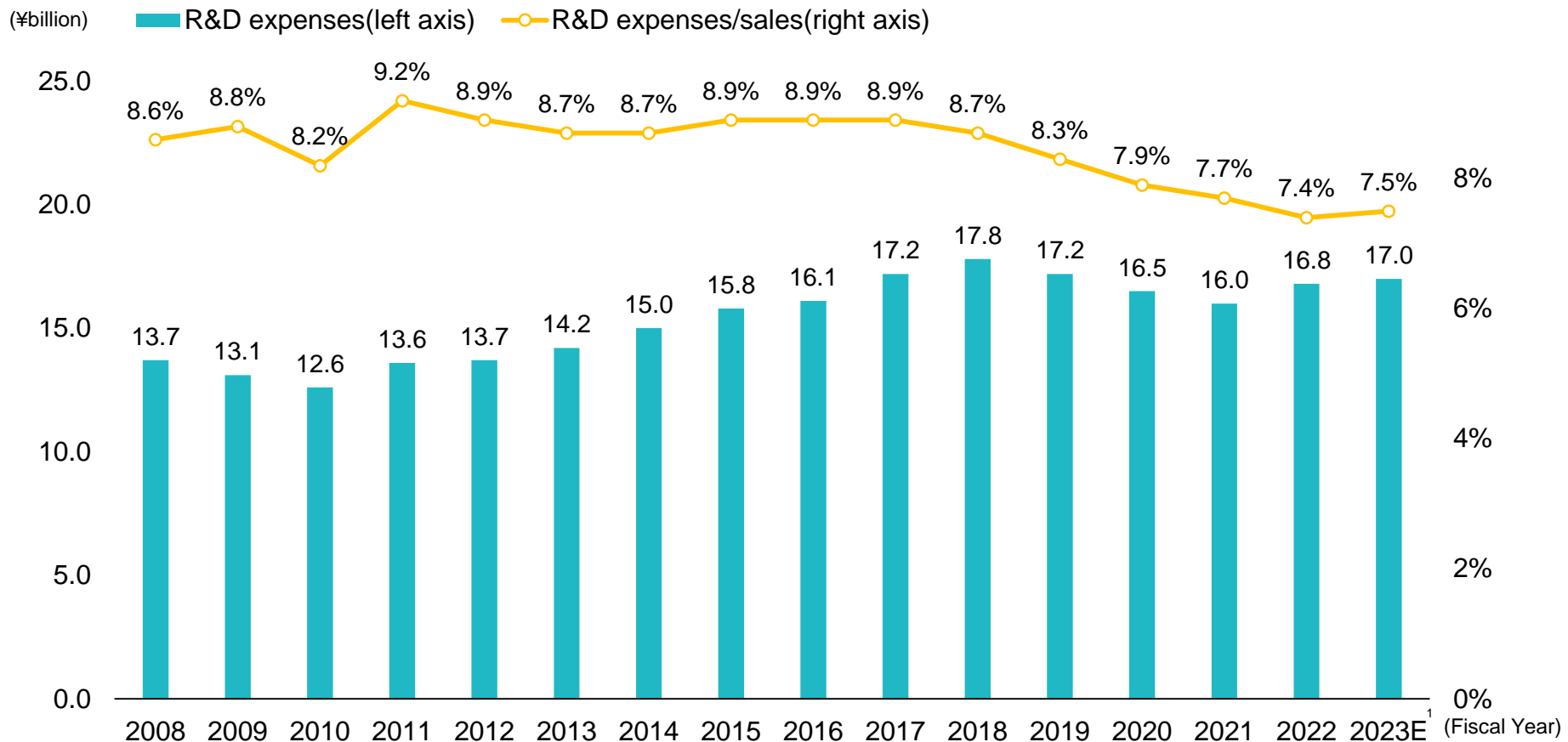
1. Excluding share acquisitions for performance-based compensation 2. Including share acquisitions for performance-based compensation  
3. Date of Cancellation in 1H FY2023 is May 12 and Aug 10, 2023

## Cash Management Policy (Non-consolidated basis)

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

# R&D Expenses Trend

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



1. as of Nov 2023



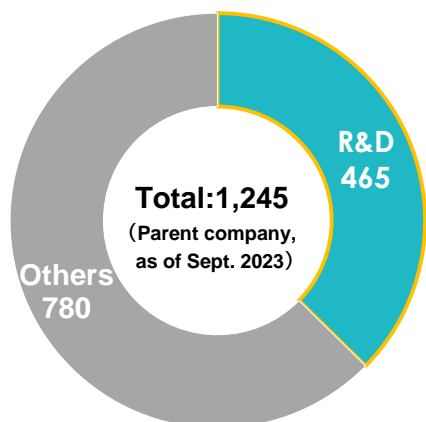
- Achieve high OP margin despite aggressive investment in R&D
- About 40% of professional staff engaged in R&D

## R&D Expenses by Segment

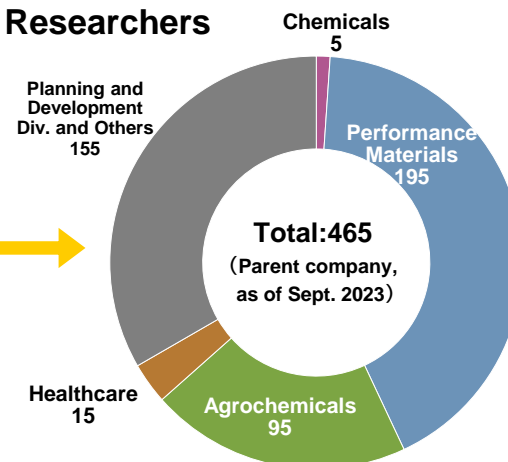
Segments	FY2022 Actual				
	Sales (¥billion)	OP (¥billion)	OP Margin	R&D expenses (¥billion)	R&D Expenses/Sales
Chemicals	39.0	1.4	3.6%	0.3	0.8%
Performance Materials	82.6	25.4	30.8%	7.6	9.2%
Agrochemicals	81.6	23.1	28.3%	4.3	5.3%
Healthcare	6.7	3.0	44.8%	0.4	6.0%
Others <sup>1</sup>	-	-	-	4.2	-
<b>Total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

1. Including Planning and Development Div.

## Professional Staff Distribution



## Researchers



2. The staff number indicated is round number

# Long-term Financial Performance Trend

(¥billion)

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023E
Sales	161.4	169.1	174.4	169.2	160.2	149.0	154.2	148.6	153.8	163.7	171.2	176.9	180.3	193.4	204.9	206.8	209.1	208.0	228.1	227.5
Operating Profit	17.3	21.7	20.8	24.8	17.4	19.2	19.8	15.5	19.5	22.2	25.3	28.6	31.4	35.0	37.1	38.6	42.5	51.0	52.3	48.6
Ordinary Income	17.4	21.3	21.2	24.4	16.9	19.2	19.4	15.9	20.5	23.7	26.4	29.5	31.7	36.2	39.1	40.0	43.9	53.7	55.8	51.3
Net Income	11.3	13.7	14.0	15.5	10.1	12.8	13.0	11.0	13.9	16.7	18.2	22.4	24.0	27.1	29.4	30.8	33.5	38.8	41.1	38.4
EBITDA	26.9	31.6	30.5	34.5	27.6	30.1	30.3	25.9	29.1	30.8	33.8	38.3	40.3	45.5	48.0	49.2	53.0	61.2	63.3	63.0
OP Margin	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%	24.5%	22.9%	21.4%
ROE	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%	19.2%	19.4%	17.1%
EPS (¥/share)	59.77	72.73	75.43	85.15	57.26	74.00	75.94	64.52	83.74	102.11	113.99	143.37	156.97	180.30	197.67	210.09	231.73	271.88	291.36	275.42
Dividend (¥/share)	11	15	20	20	22	24	24	24	26	30	36	44	52	68	82	90	104	122	164	164
Dividend Payout Ratio	18.4%	20.6%	26.5%	23.5%	38.4%	32.4%	31.6%	37.2%	31.0%	29.4%	31.6%	30.7%	33.1%	37.7%	41.5%	42.8%	44.9%	44.9%	56.3%	59.6%
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	12.0	9.0	-
Total Assets	169.4	183.2	177.3	172.7	172.3	181.4	183.4	190.1	199.2	208.0	223.9	228.2	231.7	246.0	247.0	249.5	265.5	279.7	298.7	-
Net Assets	80.0	93.6	99.3	101.2	96.8	107.7	112.4	119.6	126.7	137.8	151.3	156.9	163.7	176.4	182.1	185.5	200.6	208.0	221.5	-
Cash	4.3	8.5	11.0	7.6	9.7	14.8	21.1	27.9	31.9	30.8	31.3	35.3	35.7	37.7	36.2	30.6	32.4	34.7	29.6	-
Liabilities with Interest	44.6	41.5	32.4	34.4	45.5	42.1	39.9	38.9	38.1	36.1	35.1	33.1	30.8	28.6	26.6	24.6	22.7	22.7	27.3	-
Equity Ratio	46.4%	50.2%	55.3%	58.0%	55.5%	58.7%	60.7%	62.4%	63.0%	65.7%	66.9%	68.1%	69.9%	71.0%	73.0%	73.7%	74.9%	73.6%	73.1%	-
Capex	5.2	11.0	7.7	13.8	10.7	14.4	8.7	8.9	8.1	9.1	8.7	9.5	13.5	14.4	9.9	15.5	14.3	12.4	19.4	22.5
Depreciation	9.6	9.9	9.7	9.7	10.2	11.0	10.4	10.5	9.5	8.5	8.5	9.7	8.9	10.5	10.9	10.5	10.4	10.2	11.0	14.4
R&D Expenses	8.6	9.2	9.9	12.5	13.7	13.1	12.6	13.6	13.7	14.2	15.0	15.8	16.1	17.2	17.8	17.2	16.5	16.0	16.8	17.0
R&D Expenses/Sales	5.3%	5.4%	5.7%	7.4%	8.6%	8.8%	8.2%	9.2%	8.9%	8.7%	8.7%	8.9%	8.9%	8.9%	8.7%	8.3%	7.9%	7.7%	7.4%	7.5%

1. FY2021- : Including effects of changes in accounting policies (see p78)

2. 2023E: Outlook as of Nov 2023

3. Capex: Cash flows basis

# Sales and OP Trend by Segment

(¥billion)

Sales (A)	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023E
Chemicals	36.9	34.5	35.5	34.3	34.3	34.8	34.9	35.7	34.3	31.9	37.6	39.0	38.6
Performance Materials	34.0	37.4	42.8	49.4	51.8	52.8	58.8	63.0	65.5	71.6	81.7	82.6	84.5
Agrochemicals	33.8	35.4	39.1	45.7	47.5	52.0	58.1	62.7	64.0	63.8	65.8	81.6	84.0
Healthcare	10.0	12.7	11.6	8.8	8.7	8.0	7.5	7.0	7.0	6.7	6.6	6.7	5.9
Trading	44.8	46.6	50.7	54.4	55.6	55.2	59.5	67.9	67.9	69.8	80.4	99.1	100.9
Others	20.0	21.2	21.4	20.9	20.9	24.0	21.5	24.6	22.4	23.8	23.6	26.4	30.5
Adjustment	-30.9	-34.0	-37.4	-42.3	-41.9	-46.5	-46.9	-56.0	-54.3	-58.5	-87.7	-107.3	-116.9
Total	148.6	153.8	163.7	171.2	176.9	180.3	193.4	204.9	206.8	209.1	208.0	228.1	227.5

## OP (B)

Chemicals	1.6	1.9	1.9	1.9	3.9	3.8	3.4	3.0	1.3	1.5	3.8	1.4	0.8
Performance Materials	4.8	7.2	8.8	12.0	12.0	12.5	14.2	15.0	17.0	22.4	27.6	25.4	23.3
Agrochemicals	4.4	5.0	6.2	9.2	10.8	13.2	16.4	18.4	19.3	18.2	18.1	23.1	23.3
Healthcare	4.6	5.2	4.9	2.3	2.0	1.7	1.2	1.0	0.9	0.4	2.8	3.0	2.6
Trading	1.3	1.4	1.5	1.7	1.8	1.7	1.8	2.0	2.1	2.5	2.9	3.7	3.3
Others	0.3	0.7	0.8	0.6	0.5	1.0	0.6	0.9	0.7	0.8	0.7	0.9	0.9
Adjustment	-1.5	-1.9	-1.9	-2.4	-2.4	-2.5	-2.6	-3.2	-2.7	-3.3	-4.9	-5.2	-5.6
Total	15.5	19.5	22.2	25.3	28.6	31.4	35.0	37.1	38.6	42.5	51.0	52.3	48.6

## Segment Assets

(FY2022)(D)

Chemicals	34.3
Performance Materials	61.3
Agrochemicals	103.8
Healthcare	7.7
Trading	36.8
Others	13.6
Adjustment	41.2
Total	298.7

## OP Margin (B)/(A)

Chemicals	4.3%	5.5%	5.4%	5.5%	11.4%	10.9%	9.7%	8.4%	3.8%	4.7%	10.1%	3.6%	2.1%
Performance Materials	14.1%	19.3%	20.6%	24.3%	23.2%	23.7%	24.1%	23.8%	26.0%	31.3%	33.8%	30.8%	27.6%
Agrochemicals	13.0%	14.1%	15.9%	20.1%	22.7%	25.4%	28.2%	29.3%	30.2%	28.5%	27.5%	28.3%	27.7%
Healthcare	46.0%	40.9%	42.2%	26.1%	23.0%	21.3%	16.0%	14.3%	12.9%	6.0%	42.4%	44.8%	44.1%
Trading	2.9%	3.0%	3.0%	3.1%	3.2%	3.1%	3.0%	2.9%	3.1%	3.6%	3.6%	3.7%	3.3%
Others	1.5%	3.3%	3.7%	2.9%	2.4%	4.2%	2.8%	3.7%	3.1%	3.4%	3.0%	3.4%	3.0%
Total	10.4%	12.7%	13.6%	14.8%	16.2%	17.4%	18.1%	18.1%	18.7%	20.3%	24.5%	22.9%	21.4%

## ROA(FY2022)

(B)/(D)

Chemicals	4.1%
Performance Materials	41.4%
Agrochemicals	22.3%
Healthcare	39.0%
Trading	10.1%
Others	6.6%
Total	17.5%

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

4. FY2021: Including Sales decrease due to changes in accounting policies (see p78)

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

6. Sales and OP for Planning & Development Division in FY2021, FY2022(Actual), and FY2023(Outlook) are disclosed on p66

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

FY2021 has been revised to reflect organizational changes in April 2022 (see p79, p80).

8. 2023E: Outlook as of Nov 2023

3. FY2019- : New OP method

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

B. FY2019 restated based on new methods

C. Consolidation items

(such as unrealized gain on inventories)

- (Old method) Included in each segment

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

# Quarterly Sales Trend by Segment (FY2020 - FY2023)

(¥billion)

	FY2020 Actual					FY2021 Actual					FY2022 Actual					FY2023 Outlook as of Nov 2023					FY2023 Outlook as of May 2023			
	1Q	2Q	3Q	4Q	Total	1Q	2Q	3Q	4Q	Total	1Q	2Q	3Q	4Q	Total	1Q Actual	2Q Actual	3Q	4Q	Total	1Q	2Q	2H	Total
<b>Chemicals</b>	7.4	7.3	8.3	8.9	31.9	8.8	8.3	10.5	10.0	37.6	10.4	9.4	10.1	9.1	39.0	9.1	8.8	10.5	10.2	38.6	9.4	9.8	22.1	41.3
<b>Fine Chemicals</b>	2.7	2.7	2.8	3.2	11.4	3.2	3.0	3.7	3.2	13.1	4.2	3.5	3.3	2.8	13.8	3.0	3.0	3.7	3.5	13.2	3.1	3.4	8.2	14.7
<b>Basic Chemicals</b>	4.7	4.6	5.5	5.7	20.5	5.6	5.3	6.8	6.8	24.5	6.2	5.9	6.8	6.3	25.2	6.1	5.8	6.8	6.7	25.4	6.3	6.4	13.9	26.6
<b>Performance Materials</b>	17.1	17.5	19.2	17.8	71.6	20.0	19.6	20.9	21.2	81.7	21.8	20.2	20.6	20.0	82.6	20.8	19.7	21.2	22.8	84.5	20.5	21.2	45.8	87.5
<b>Agrochemicals</b>	14.6	11.1	6.3	31.8	63.8	13.4	11.6	11.9	28.9	65.8	19.7	16.0	13.1	32.8	81.6	18.8	16.5	13.9	34.8	84.0	19.2	17.6	47.4	84.2
<b>Healthcare</b>	1.5	1.5	1.4	2.3	6.7	1.1	2.2	2.0	1.3	6.6	1.7	1.5	1.6	1.9	6.7	2.0	1.5	1.1	1.3	5.9	1.9	1.3	2.8	6.0
<b>Healthcare</b>	0.7	0.8	0.6	0.8	2.9	0.6	0.8	0.5	0.6	2.5	0.8	0.6	0.4	0.6	2.4	0.6	0.7	0.6	0.3	2.2	0.6	0.6	1.1	2.2
<b>Custom Chemicals</b>	0.8	0.7	0.8	1.5	3.8	0.4	1.5	1.4	0.8	4.1	0.8	1.0	1.2	1.3	4.3	1.3	0.9	0.5	1.0	3.8	1.3	0.8	1.7	3.8
<b>Trading</b>	18.2	15.5	17.8	18.3	69.8	17.8	18.6	22.2	21.8	80.4	23.7	24.0	27.0	24.4	99.1	24.3	24.5	27.3	24.8	100.9	23.7	25.0	56.6	105.3
<b>Others</b>	4.8	4.6	6.8	7.6	23.8	4.9	5.5	6.1	7.1	23.6	6.5	5.9	6.7	7.3	26.4	6.4	5.9	6.3	11.9	30.5	6.8	6.0	17.9	30.7
<b>Adjustment</b>	-14.3	-12.3	-16.1	-15.8	-58.5	-19.5	-20.5	-24.1	-23.6	-87.7	-25.5	-25.8	-29.4	-26.6	-107.3	-26.5	-26.1	-32.3	-32.0	-116.9	-26.7	-27.1	-63.9	-117.7
<b>Total</b>	49.3	45.2	43.7	70.9	209.1	46.5	45.3	49.5	66.7	208.0	58.3	51.2	49.7	68.9	228.1	54.9	50.8	48.0	73.8	227.5	54.8	53.8	128.7	237.3

1. Including inter-segment sales/transfers

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

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

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

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

Adjustment: Planning & Development Division, and others

5. Sales and OP for Planning & Development Division in FY2021, FY2022(Actual), and FY2023(Outlook) are disclosed on p66

6. Organizational changes were implemented in April, 2022. FY2020 figures are based on old segmentation (see p79, p80)

# Quarterly OP Trend by Segment (FY2020 - FY2023)

(¥billion)

	FY2020 Actual					FY2021 Actual					FY2022 Actual					FY2023 Outlook as of Nov 2023					FY2023 Outlook as of May 2023			
	1Q	2Q	3Q	4Q	Total	1Q	2Q	3Q	4Q	Total	1Q	2Q	3Q	4Q	Total	1Q Actual	2Q Actual	3Q	4Q	Total	1Q	2Q	2H	Total
Chemicals	0.7	-0.8	0.7	0.9	1.5	1.3	-0.1	1.3	1.3	3.8	1.7	-0.6	0.4	-0.1	1.4	0.9	-1.0	0.4	0.5	0.8	0.9	0.3	2.0	3.2
Performance Materials	5.3	5.4	6.3	5.4	22.4	6.9	6.2	7.6	6.9	27.6	7.9	6.0	6.9	4.6	25.4	6.5	4.6	5.8	6.4	23.3	6.6	6.1	13.8	26.5
Agrochemicals	4.0	3.8	-1.3	11.7	18.2	4.0	2.9	3.0	8.2	18.1	6.8	5.3	3.1	7.9	23.1	6.6	5.0	2.9	8.8	23.3	6.6	5.4	11.6	23.6
Healthcare	-0.1	0.1	0.0	0.4	0.4	0.3	1.1	0.9	0.5	2.8	0.8	0.7	0.6	0.9	3.0	1.1	0.7	0.3	0.5	2.6	1.0	0.5	0.8	2.3
Healthcare	-0.2	-0.1	-0.4	-0.2	-0.9	0.2	0.3	0.2	0.2	0.8	0.4	0.2	0.1	0.2	0.9	0.3	0.3	0.2	0.1	0.8	0.3	0.2	0.3	0.7
Custom Chemicals	0.2	0.2	0.3	0.6	1.3	0.1	0.8	0.8	0.3	2.0	0.4	0.5	0.6	0.7	2.1	0.8	0.4	0.1	0.4	1.8	0.7	0.3	0.5	1.6
Trading	0.7	0.5	0.7	0.6	2.5	0.7	0.6	0.9	0.7	2.9	1.0	0.9	1.0	0.8	3.7	0.9	0.9	0.8	0.7	3.3	0.7	0.8	2.0	3.5
Others	0.0	0.0	0.4	0.4	0.8	0.1	-0.1	0.2	0.5	0.7	0.1	0.0	0.2	0.6	0.9	0.2	0.0	-0.3	1.0	0.9	0.2	-0.1	0.8	0.9
Adjustment	-0.8	-0.8	-1.2	-0.5	-3.3	-1.4	-1.2	-1.3	-1.0	-4.9	-1.0	-1.4	-1.6	-1.2	-5.2	-1.2	-1.1	-2.0	-1.3	-5.6	-1.5	-1.4	-2.4	-5.3
<b>Total</b>	<b>9.8</b>	<b>8.2</b>	<b>5.6</b>	<b>18.9</b>	<b>42.5</b>	<b>11.9</b>	<b>9.4</b>	<b>12.6</b>	<b>17.1</b>	<b>51.0</b>	<b>17.3</b>	<b>10.9</b>	<b>10.6</b>	<b>13.5</b>	<b>52.3</b>	<b>15.0</b>	<b>9.1</b>	<b>7.9</b>	<b>16.6</b>	<b>48.6</b>	<b>14.5</b>	<b>11.6</b>	<b>28.6</b>	<b>54.7</b>

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

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

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

Adjustment: Planning & Development Division, and others

3. Sales and OP for Planning & Development Division in FY2021, FY2022(Actual), and FY2023(Outlook) are disclosed on p66

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

FY2021 has been revised to reflect organizational changes in April 2022 (see p79, p80)

# Changes in Accounting Policies (from FY2021)

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

## 1. Changes in accounting policies:

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

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

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

### A. Agent transactions

<b>Mainly effected segments</b>	Chemicals, Agrochemicals, Trading
<b>Before adoption</b>	Sales = gross amount from the customer, Sales expenses = amount paid to the supplier
<b>After adoption</b>	Sales = gross amount from the customer - amount paid to the supplier
<b>Impact on FY2021 PL</b>	Sales and sales expenses down ¥22.8 billion, only deducted from Sales of Adjustment segment No impact on Operating Profit

### B. Royalties based on sales amount

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

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

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

<b>Mainly effected segments</b>	Agrochemicals
<b>Before adoption</b>	Recognized when discount is finally fixed
<b>After adoption</b>	Recognized corresponding to sales period based on reasonable estimation
<b>Impact on FY2021 BS</b>	<ul style="list-style-type: none"> <li>The cumulative effect (¥1.5 billion)(after reflecting tax effect) of retroactively applying (C) is deducted from the beginning FY2021 retained earnings (BS item)</li> </ul>

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

<b>Before adoption</b>	<b>FY2020</b>	Discount on AY2020*(Oct 2019 – Sep 2020) sales	
<b>After adoption</b>	<b>FY2020</b>	Discount on AY2020*(Oct 2019 – Sep 2020) sales +	discount for Oct 2020 – Mar 2021 sales = ¥1.5 billion
	<b>FY2021</b>	Discount on Apr 2021 – Mar 2022 sales	

AY2020\* = Agrochemical Year (from Oct 2019 to Sep 2020)

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

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

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

2. Total impact of Royalties based on sales amount and Sales discount subject to change at the selling timing

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

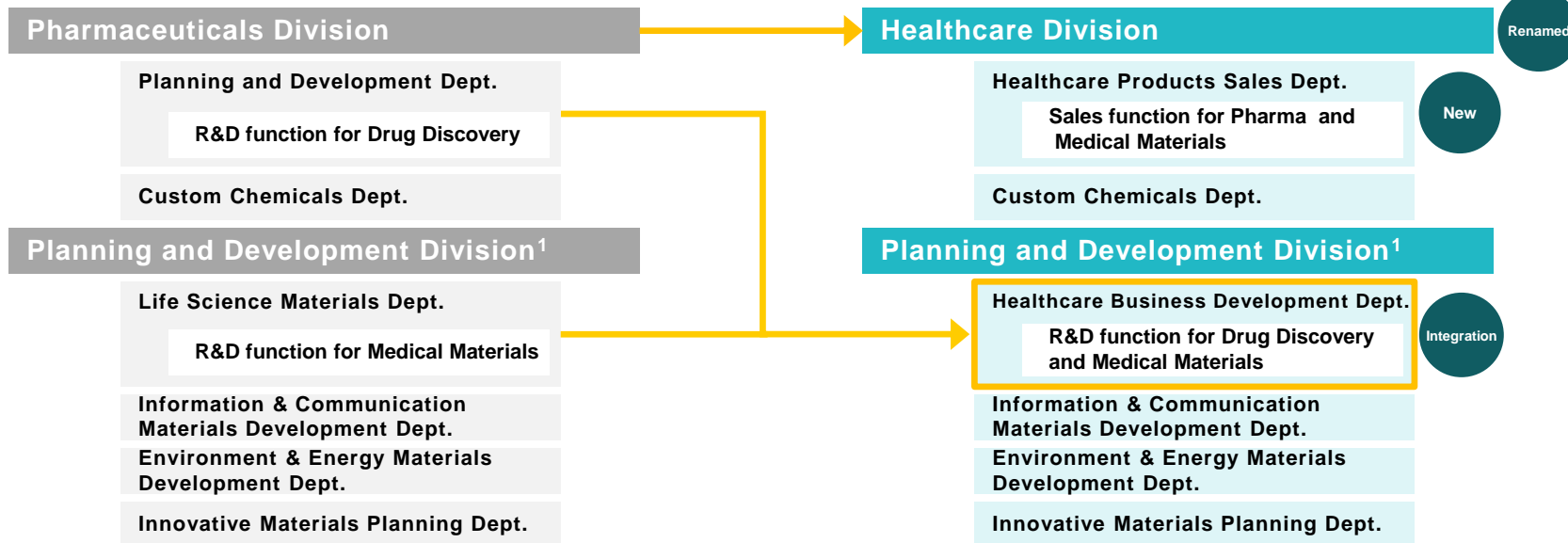
## Organizational Changes in “Pharmaceuticals Div.” and “Planning and Development Div.”

**Purpose**

Functional integration of Drug Discovery and Medical Materials  
(R&D function in Planning and Development Div., Sales function in Healthcare Div.)

before

after



1. Planning and Development Division is included in “Adjustment” segment.  
Sales and OP for Planning and Development Division in FY2021, FY2022(Actual), and FY2023, FY2024, FY2027(Outlook) are disclosed on p66

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

(¥billion)

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

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

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

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

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

Adjustment: Planning & Development Division and others

4. Sales and OP for Planning & Development Division in FY2021, FY2022(Actual), and FY2023(Outlook) are disclosed on p66

5. No impact of organizational changes on sales



## Narrowing down business areas and future focus areas

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

Focus areas	Our initiatives
Healthcare (HC)	Oligonucleotide Therapeutics <ul style="list-style-type: none"> <li>Application of our unique oligonucleotide therapeutics technology, 80% of resources invested</li> <li>Steady promotion of Joint research and development with pharmaceutical companies and strategic alliance with Luxana Biotech Co. (Secured 7 nucleic acid target themes)</li> </ul>
	Small Molecule Therapeutics <p>Collaboration with drug discovery ventures (narrowed down from 10 to 3 themes), introduction of AI</p>
	Medical Materials <p>Biointerface control materials, cosmetic materials, etc.</p>
Custom Chemicals (CC)	In addition to strengthening the existing business model, joint development is also oriented (peptides, etc.)

## Resource allocation

(person, round number)

	FY2021 Actual	FY2022 Outlook as of May 2022	FY2024 Mid-Term Plan	FY2027 Mid-Term Plan
<b>Researchers</b>	75	15	20	20
HC	65	5	5	5
CC	10	10	15	15
<b>Reference</b> Researchers in Healthcare Business Development Dept. Planning & Development Division	35	90	85	90

(¥billion)

	FY2021 Actual	FY2022 Outlook as of May 2022	FY2024 Mid-Term Plan	FY2027 Mid-Term Plan
<b>R&amp;D expenses</b>	2.13	0.74	1.03	1.12
HC	1.80	0.31	0.52	0.53
CC	0.33	0.43	0.51	0.59
<b>Reference</b> Impact of transfer to Planning & Development Division (B)	-	1.45	1.26	1.27

## Quantitative Plan

(¥billion)

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

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

# Main Products by Segment

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

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