



Chemicals

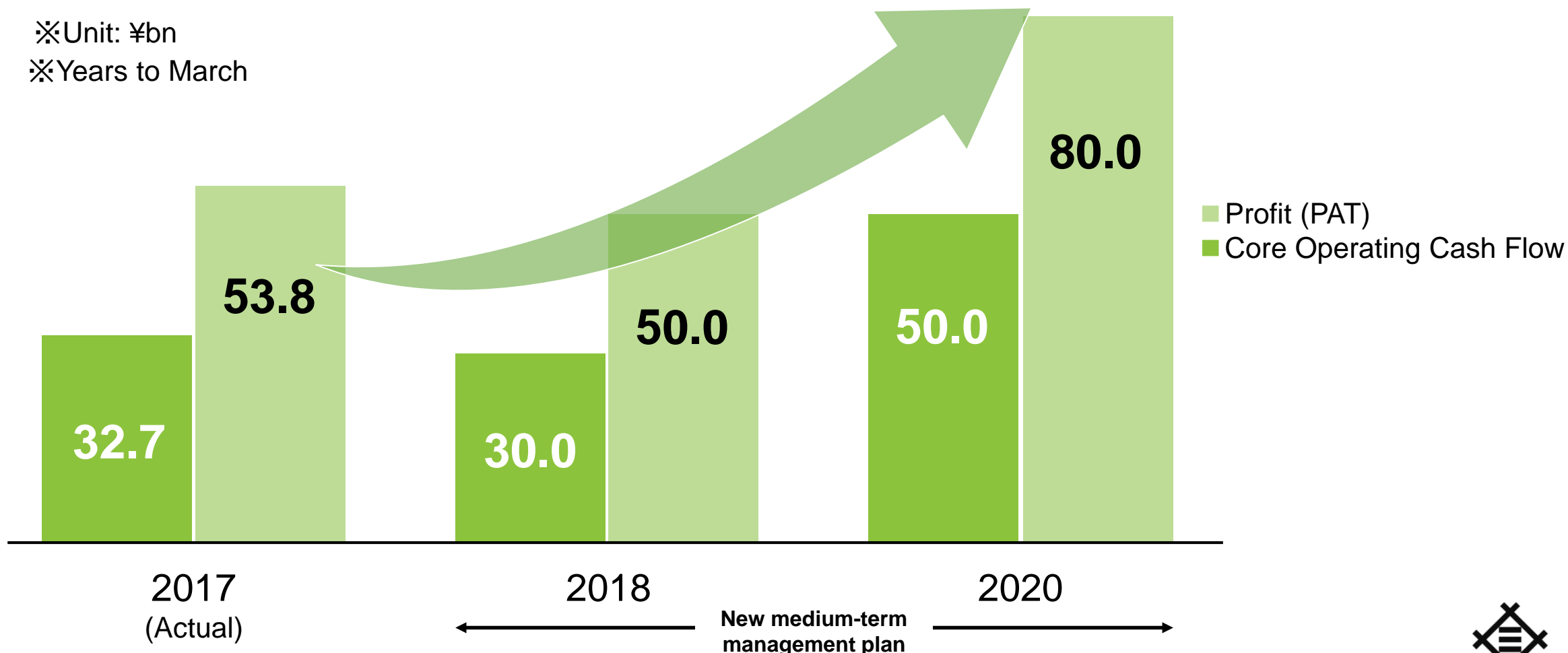
Kenichi Hori

Nutrition & Agriculture Business Unit

Quantitative targets Profit (PAT) / Core Operating Cash Flow

※Unit: ¥bn

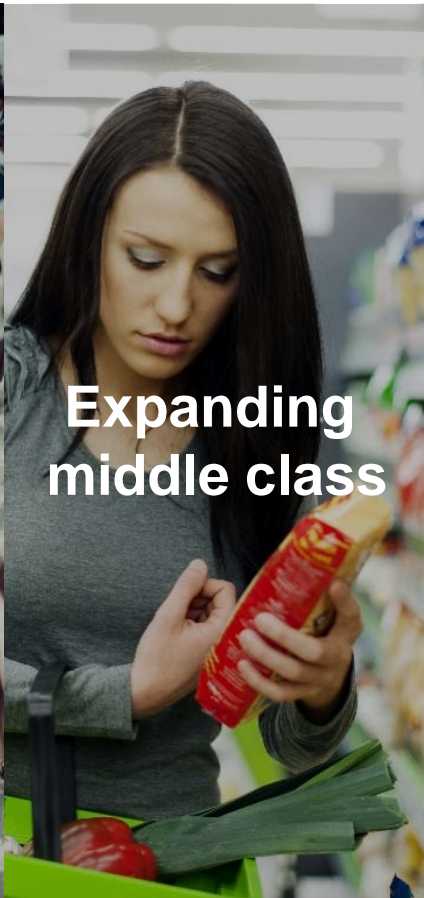
※Years to March



Business environment



Population growth



Expanding middle class



Environmental issues



Emerging markets



Food crisis



Aging society
QOL

Business environment

Increasingly complex industry structure

Medical
Healthcare
Nutrition
Food & Agriculture
Personal Care
Mobility
ICT & New Industries

New business opportunities where industries intersect

Population
Emerging markets
Food crisis
aging society
QOL

Business environment



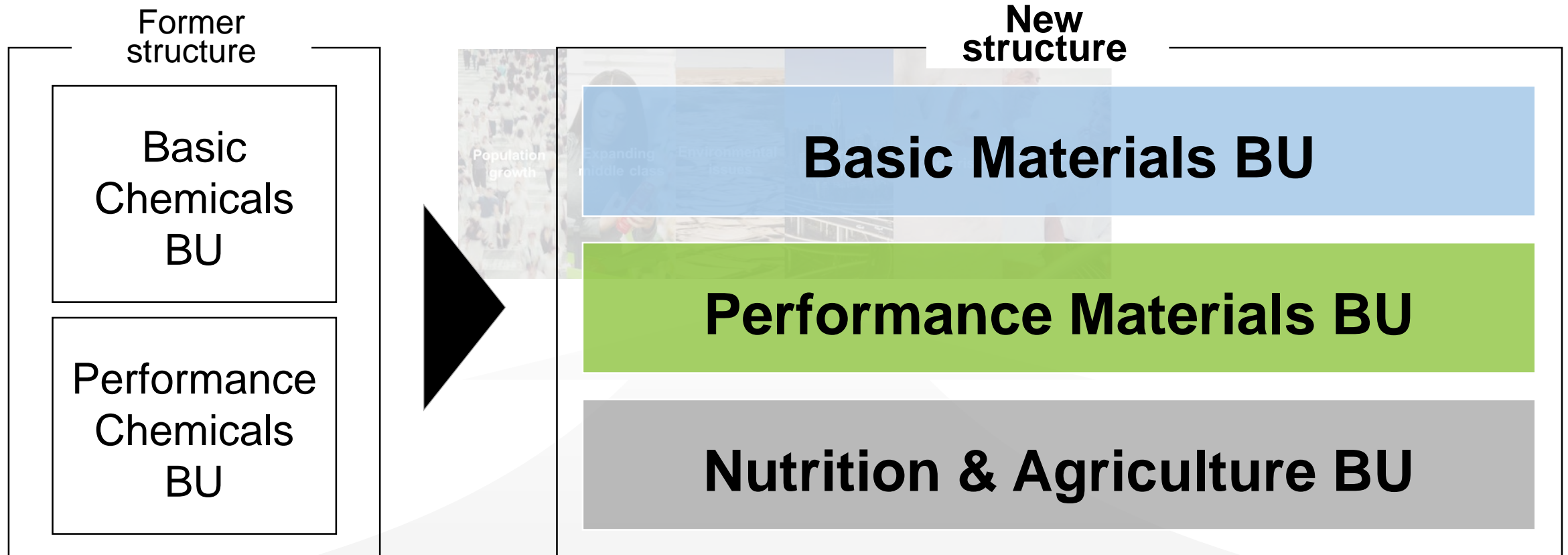
Create new business in the profit zone by capturing new trends and leveraging our comprehensive strengths

Partner needs



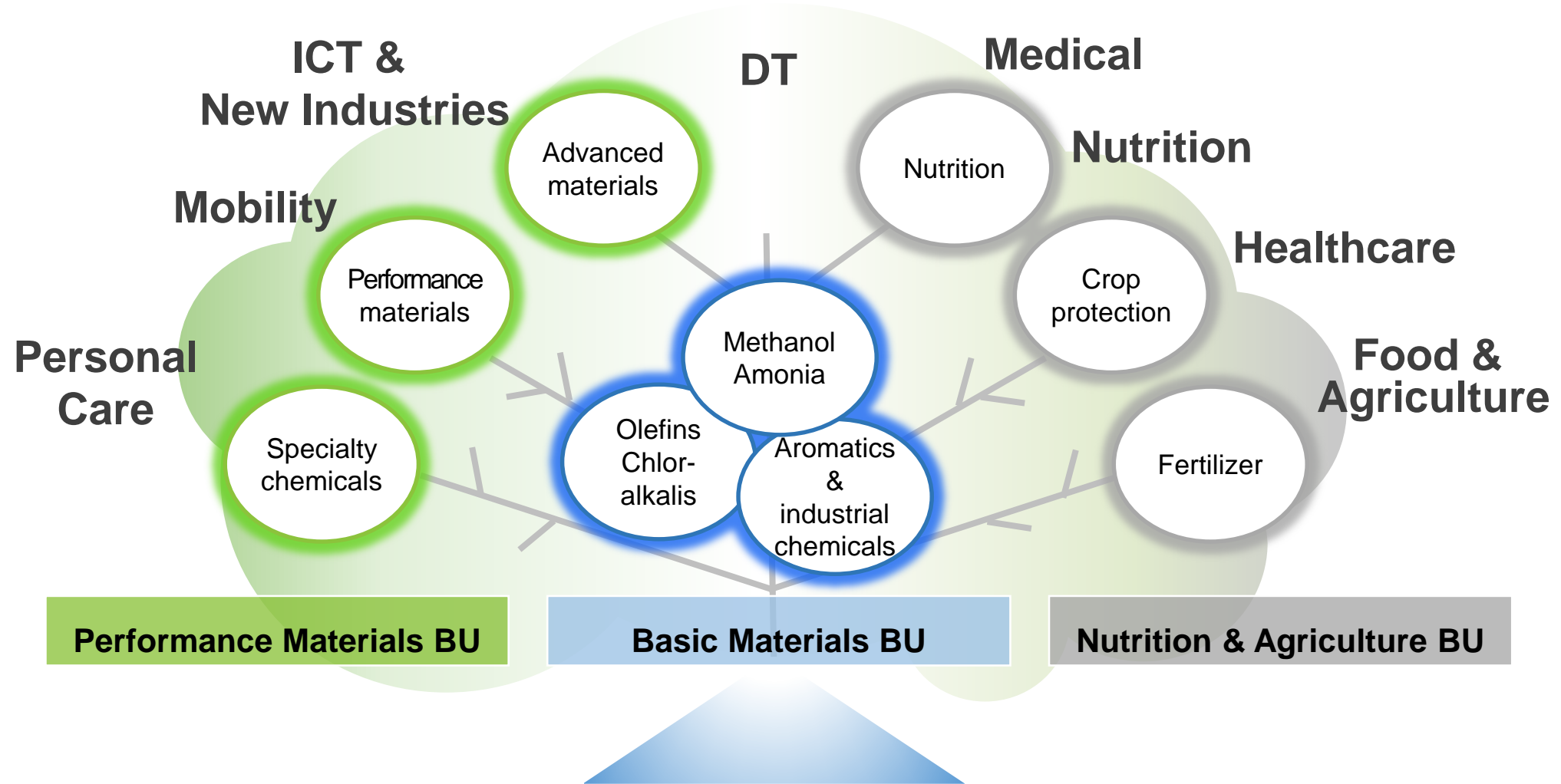
Environmental change

Organizational reform



Agile BU structure to accelerate engagement in key strategic domains

Role of the 3 BUs Connect the chemical industry with related industries and create new business through the power of chemistry

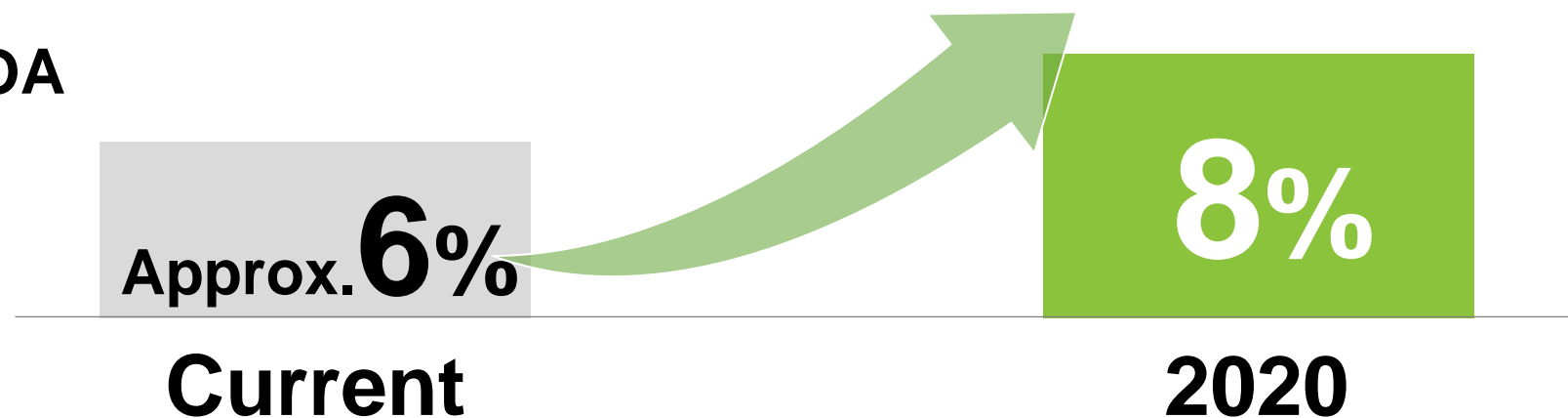


Investment efficiency

Promote business initiatives

Select projects based on potential and investment efficiency

Business ROA



Initiatives

1 Engage in new growth opportunities

2 Reinforce trading capabilities

3 Make bolt-on investments

Business areas

- **Petrochemicals** (Basic chemicals, Tank terminals)
- **Performance materials** (Mobility, Consumer products, ICT/New industries)
- **Nutrition & Agriculture** (Agriculture, Animal Nutrition, Food science)

Initiative 1 Engage in new growth opportunities

Performance materials

■ Mobility

Expand trading and businesses in performance plastics, compounds, carbon fiber, etc.

■ Consumer products

Build performance materials businesses that meet final product needs

Agriculture, Food science

■ Enhance Crop protection business portfolio

■ Strengthen agricultural input sales platform

■ Improve existing food science businesses



Chemicals

Initiative 2 Reinforce trading capabilities

Multilayered strategic alliances with business partners

Overseas locations in 59 countries

Consolidated global workforce of approx. 5,000

Broad range of product areas and customer bases

Trading-related gross profit

※Unit: ¥bn
※Years to March

80.0

2017
(Actual)₁

80.0

100.0

2020
(Forecast)

Chemicals





Chemicals

Initiative 3 Make bolt-on investments

Animal nutrition

- Expand Novus Methionine production (260k→380k tons/yr)
- Novus specialty business

Tank terminal

- Plan to expand US tank terminal
(Total for 2 sites 16→21 million barrels)

Methanol

- Improve profitability through stable operations and expanded scale

Targets

※Unit: ¥bn
 ※Years to March

