

# The JSR Vision

The trends toward diversification and the formation of a multipolar world are expected to accelerate.

We see these environmental changes as opportunities to expand our corporate value through initiatives based on our business philosophy.

## Vision for 2020

- Establish a corporate structure resistant to changes.
- Build up competitiveness that enables us to achieve sustainable growth.
- Develop a third pillar of business.

Become an esteemed company with ¥1 trillion market capitalization

### Post JSR20i6

#### Phase III

## Sustained Growth

Development of strategic businesses as third core source of earnings

Emergence as a company capable of stable, sustainable growth

\* The "i" in "JSR20i6" (twenty-sixteen) emphasizes the "Innovation" to realize Materials Innovation, which is the heart of our corporate mission.

### JSR20i6

#### Phase II

## Following Our Path to Growth

Sustained efforts to link priority measures implemented under JSR20i3 to earnings

Core business areas (Solution Polymerization SBR (SSBR), advanced lithography materials, etc.) as growth drivers

### JSR20i3

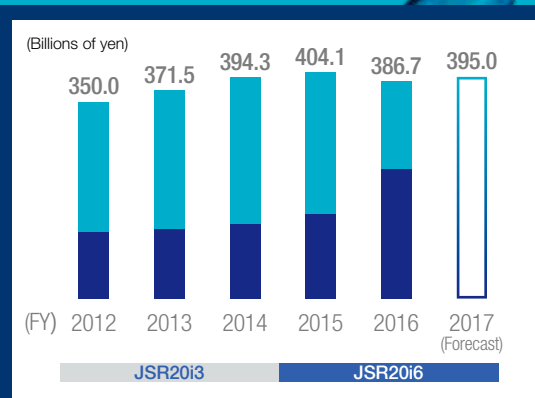
#### Phase I

## Activation toward Growth

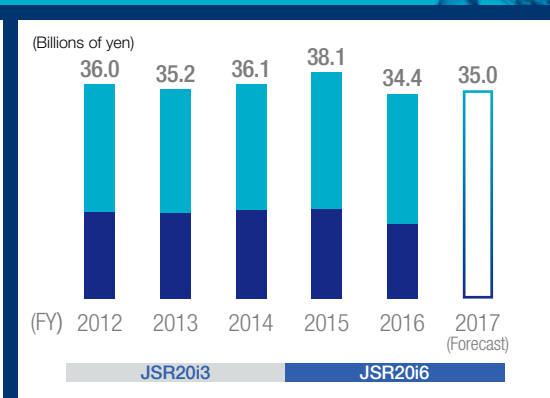
Concentration on key business areas and products capable of driving sustainable growth

Investment, business infrastructure development, improvement of competitiveness in core business areas

### Net Sales



### Operating Income



■ Petrochemical Products Business □ Fine Chemical and Other Products Business

Note: FY means year ended March 31