## THE JSR VISION

We launched a three-year mid-term business plan, JSR20i9\* from April 2017. We place SSBR, Semiconductor Materials Business and Life Sciences Business as earnings driver and promote the profit expansion. Also we work on labor productivity improvement through working on digitalization and will enhance our competitiveness.

We Will Achieve Sustainable
Growth to Fulfill Our Responsibility
to All Our Stakeholders

## JSR20i9\*



# Strengthening Competitiveness for the Future

#### Mission of JSR20i9

 Solid earnings growth by SSBR, semiconductor materials and the Life Sciences Business

(billions of yen)

The trends toward global diversification and the formation of the multipolar world are expected to accelerate. We see these environmental changes as opportunities to expand our corporate value through initiatives based on our corporate mission.

460.0

## JSR20i6\*



#### Results of JSR20i6

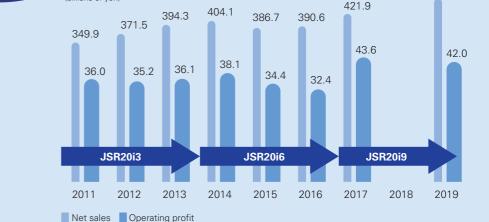
- Progress of globalization
- Restructuring of the Strategic
   Business and focusing on the Life
   Sciences Business

## JSR20i3\*



#### Results of JSR20i3

- Clarification of the strategy toward growth
- Decision of resource investment



\*The "i" in "JSR20i3" (twenty-thirteen), "JSR20i6" (twenty-sixteen) and "JSR20i9"(twenty-nineteen) emphasizes the "Innovation" to realize Materials Innovation, which is the heart of our corporate mission.

From FY ended March 2018, IFRS (International Accounting Standard) has been applied.