

PROGRESS OF MID-TERM BUSINESS PLAN

We launched a new three-year mid-term business plan, JSR20i9. We firmly established our SSBR, semiconductor materials and life sciences businesses as our three pillars to drive earnings and promote profit expansion. We also focused on improving productivity and competitiveness through digitalization and innovation.

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.

JSR20i3*
Phase I

Results of JSR20i3

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

JSR20i6*
Phase II

Results of JSR20i6

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

JSR20i9*
Phase III

Strengthening Competitiveness for the Future

Mission of JSR20i9

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

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

Financial KPI (JSR20i9)

Net Sales

460 Billion yen

ROE

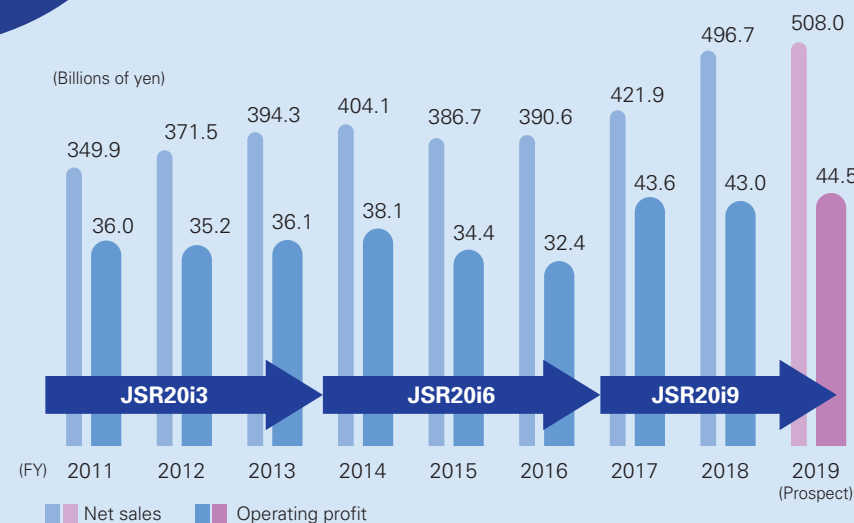
More than **8**%

Operating Profit

42 Billion yen

Total Return Ratio

More than **50**%



* 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.

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