

2020

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Environmental Management	

Human Resource Development

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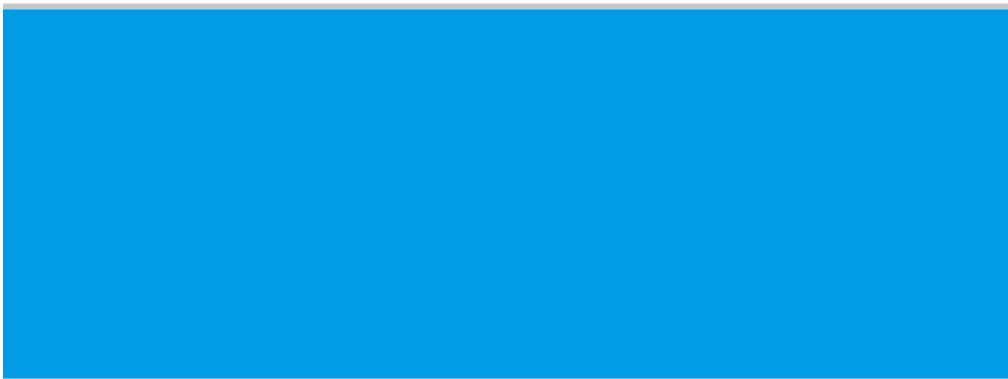
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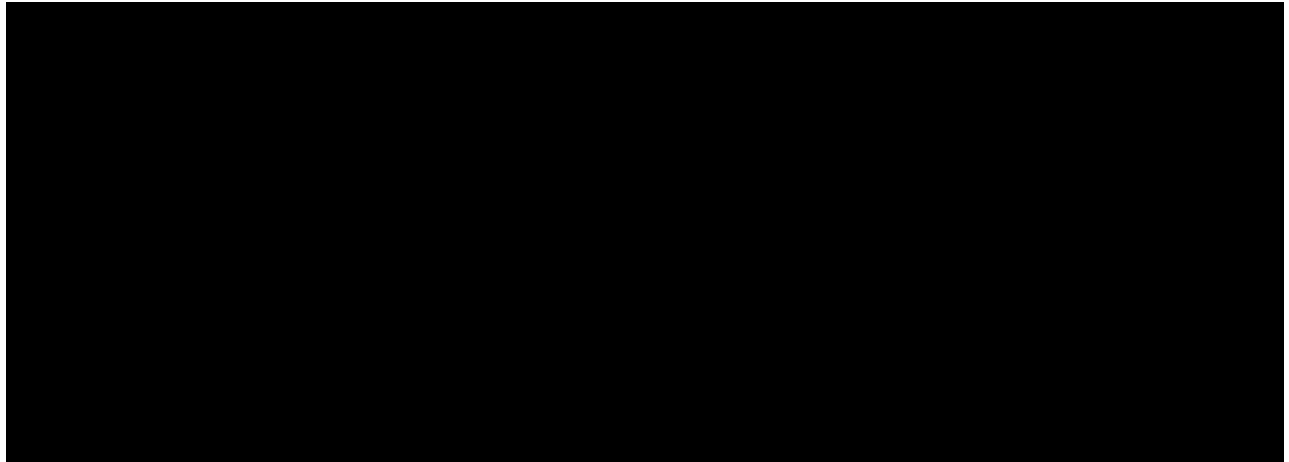
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In the Group's FY2020/3 results, operating profit was down for the fourth consecutive year. In addition to the slowing of the Chinese economy in the wake of intensifying U.S.-China trade friction, other factors adversely impacted the global economy and society. Blaming external factors for our





to come up with innovative ways to utilize those materials to provide better solutions.

Sugimoto It's very true that Daicel has been focusing on manufacturing. We actually pride ourselves in our manufacturing capabilities, but at the same time we recognize that we have not been paying enough attention to society and our end-users. We are now shifting the organization toward adopting a more market-in approach in an attempt to build momentum toward addressing this. However, Daicel cannot make it happen alone. In our new long-term vision, we are focused on "co-creation" and taking a big step toward a structure in which Daicel forms partnerships upstream and downstream while collaborating closely to generate new value.

Mizuo I hope this willingness to be the market leader and take on new challenges will become deeply ingrained in Daicel's corporate culture and lead to significant innovation.

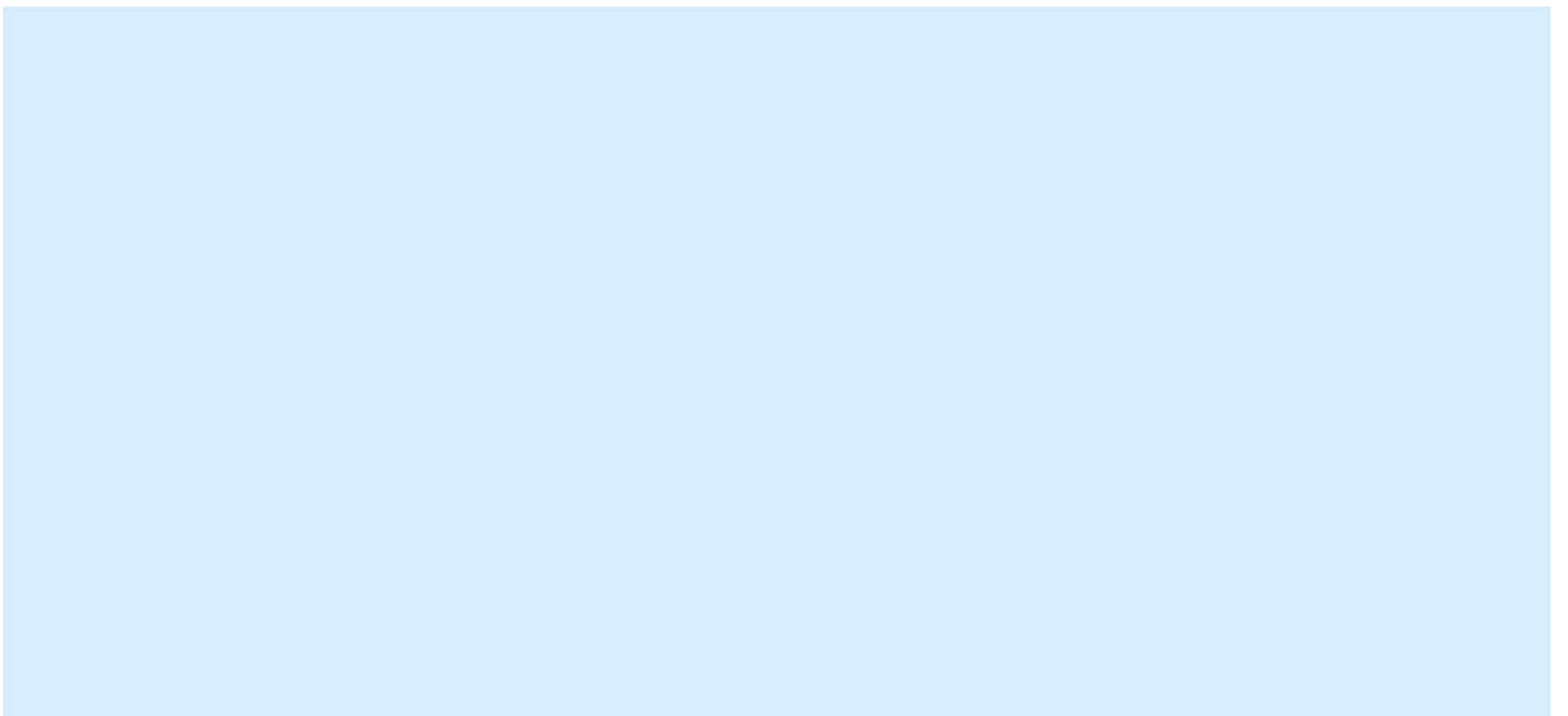
Hacchoji Risk management at manufacturing sites is also a very important consideration. In addition to incurring physical injuries and facility damage, accidents may severely damage a company's reputation. The organization can lose the good public reputation and credibility it has built over many decades in an instant because of one accident. As a chemical manufacturer, Daicel handles hazardous chemicals at its sites, which also has the potential for causing pollution. I am sure everyone working at the plants is well aware of this and

Responsibilities of Outside Directors

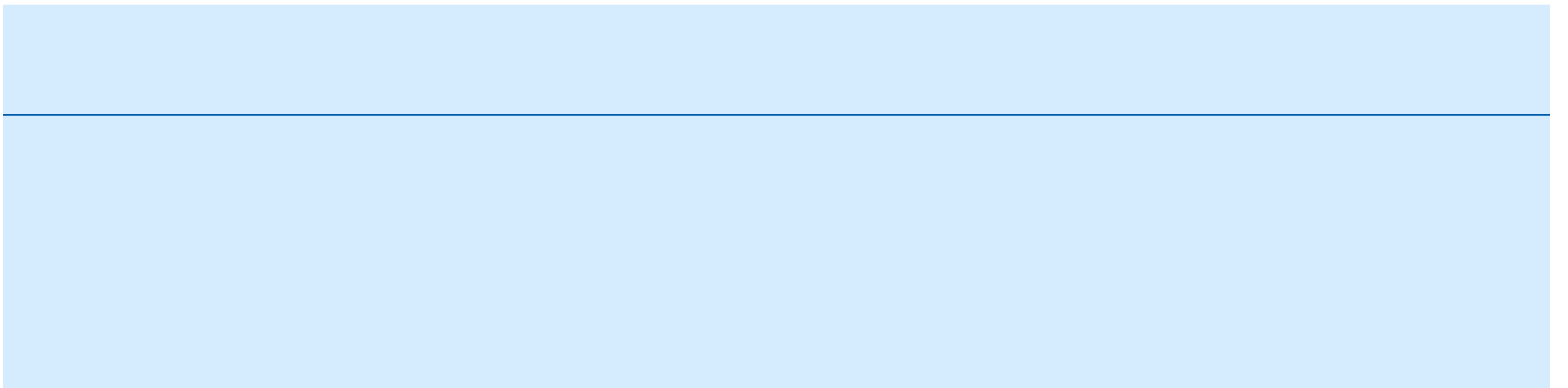
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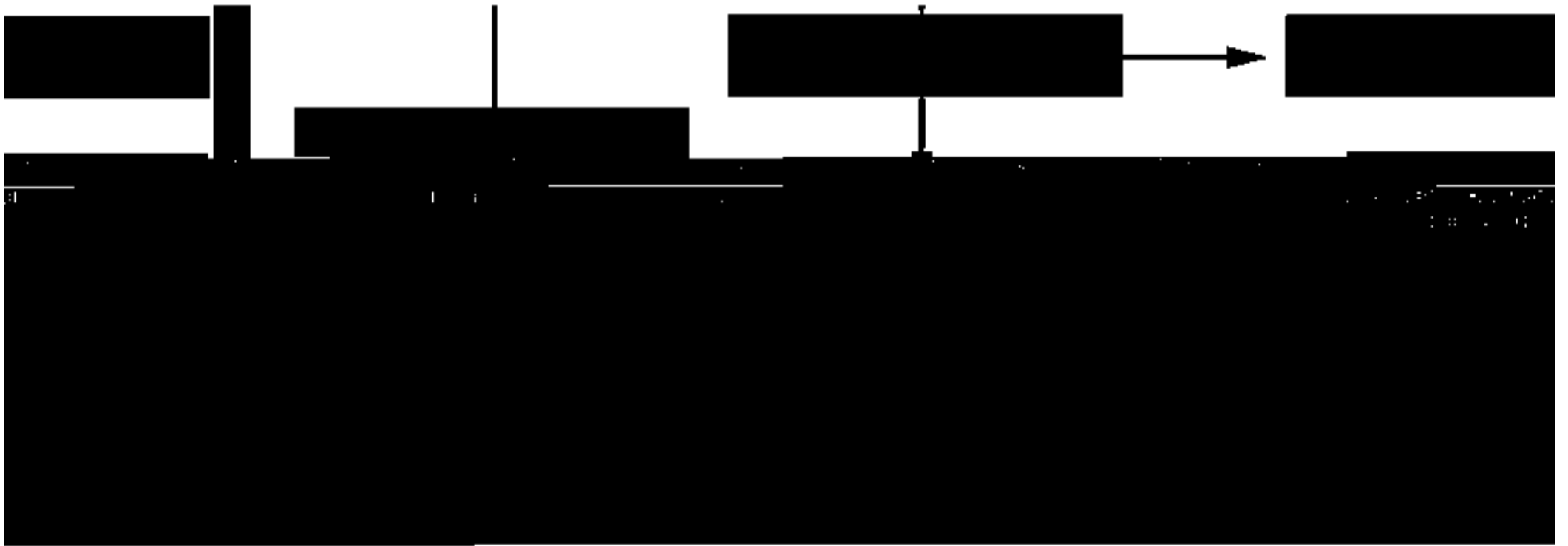
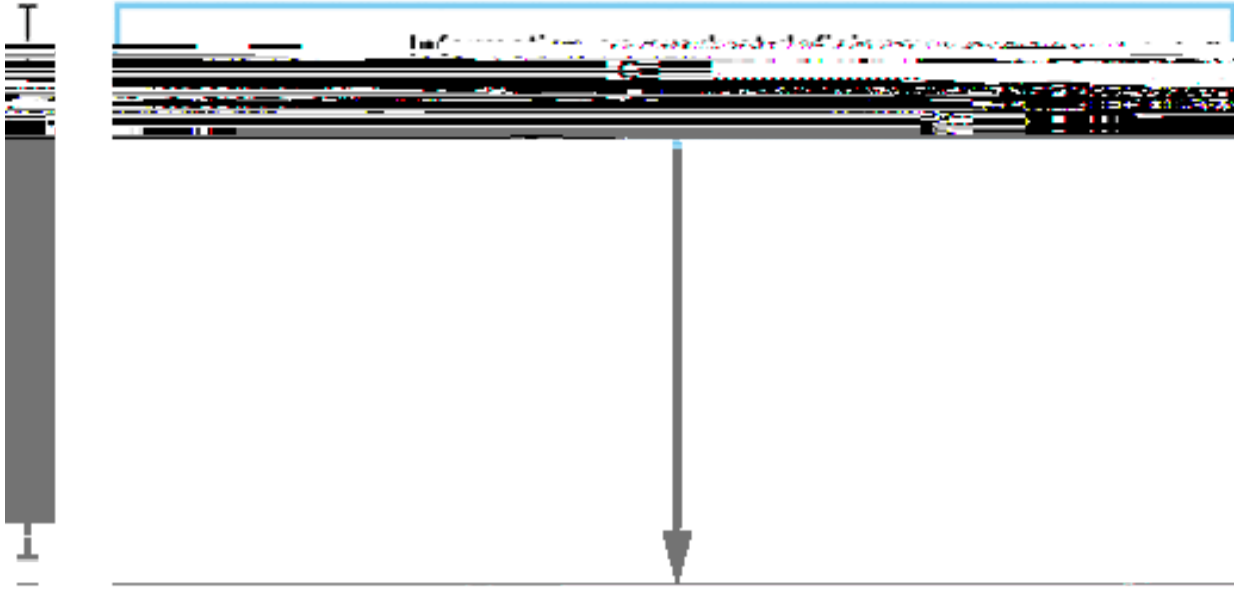








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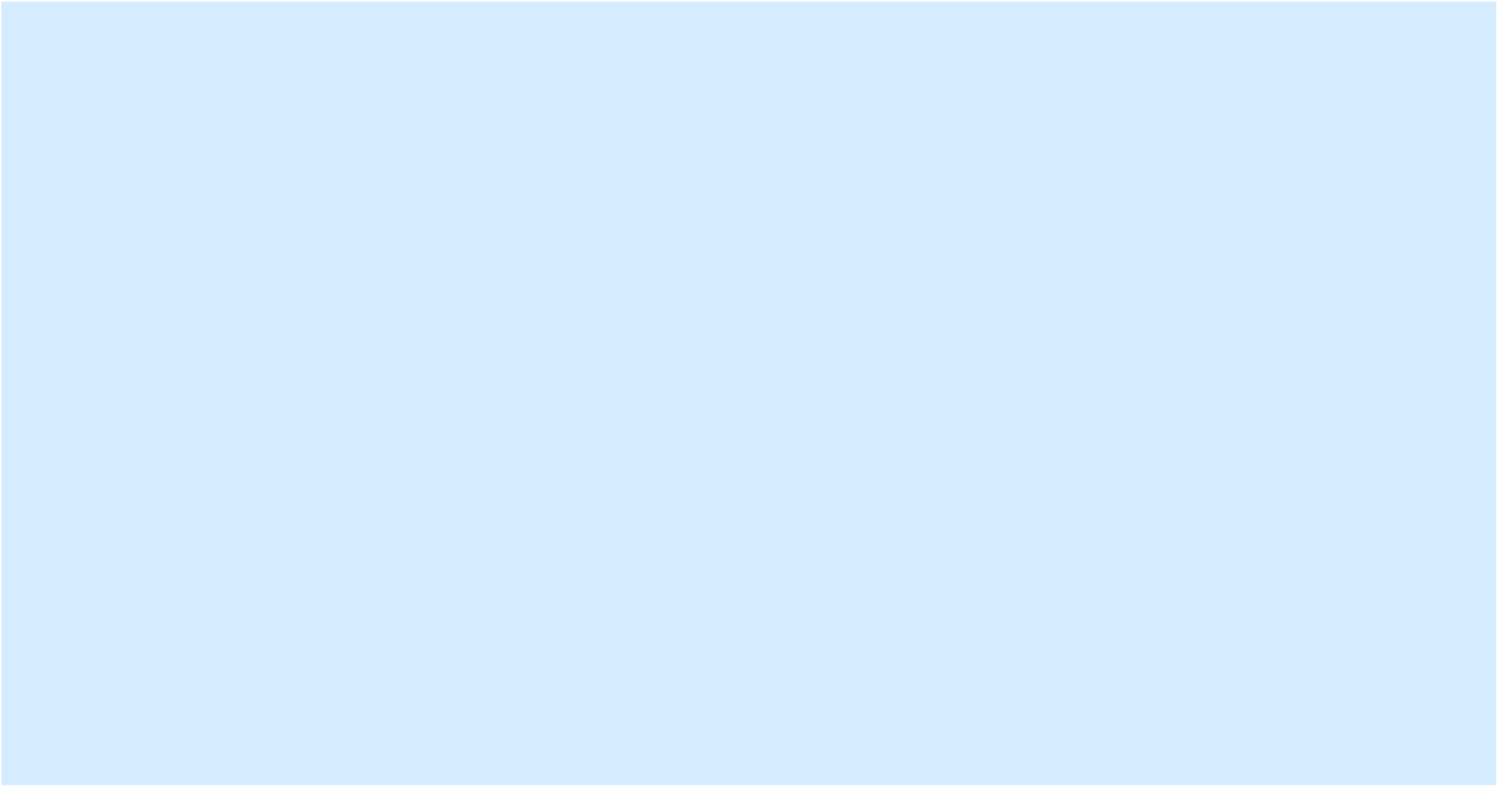
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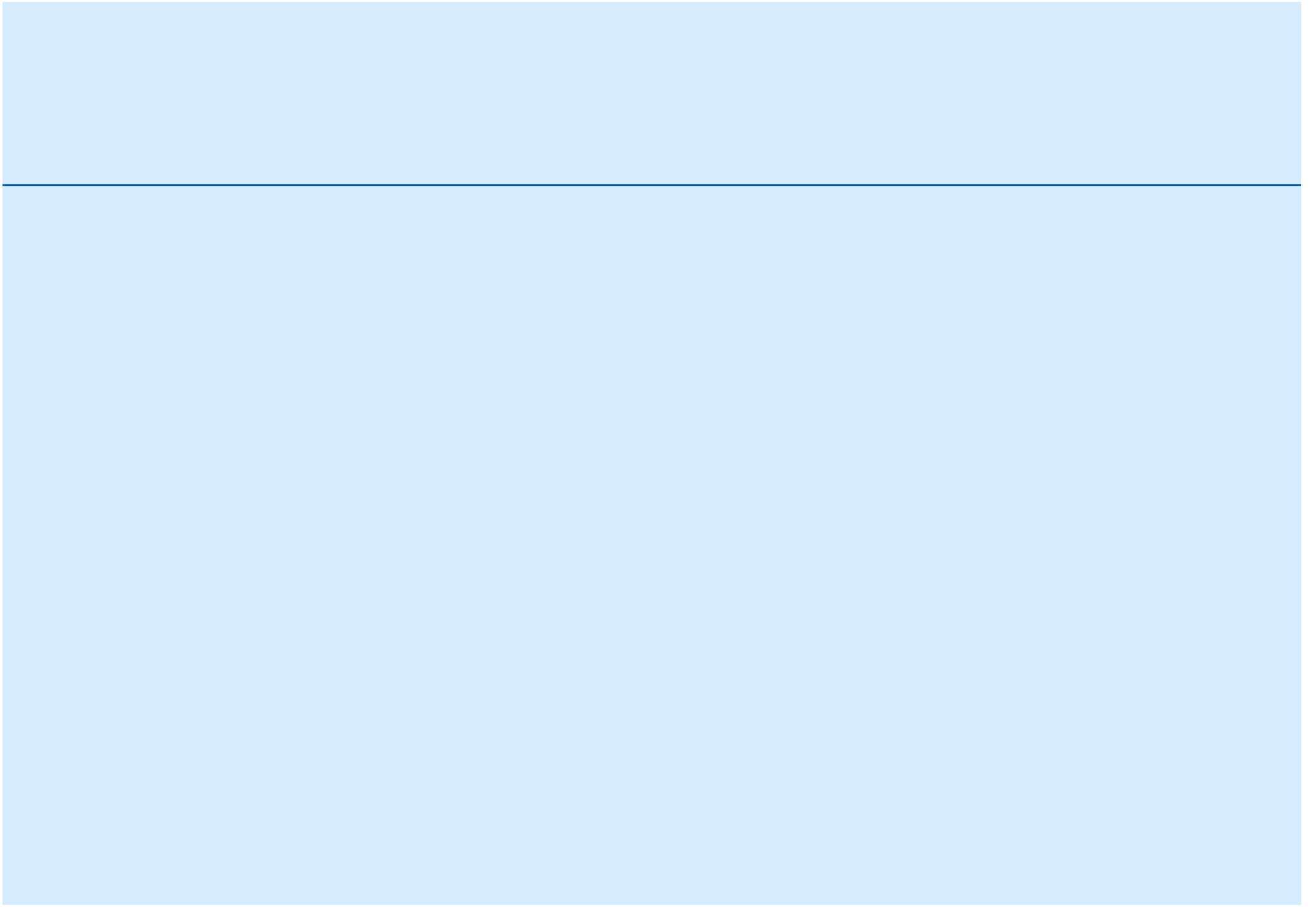


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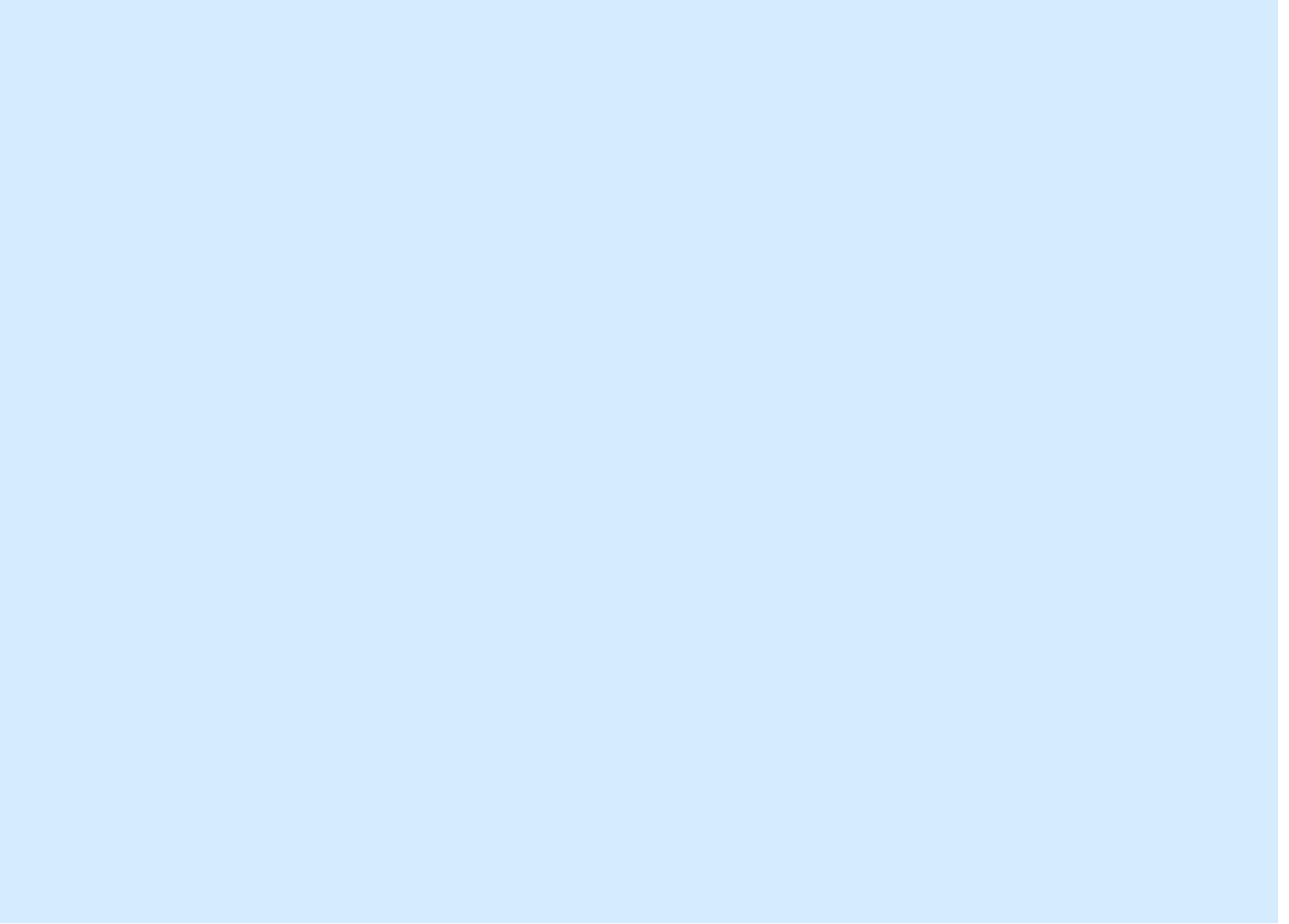
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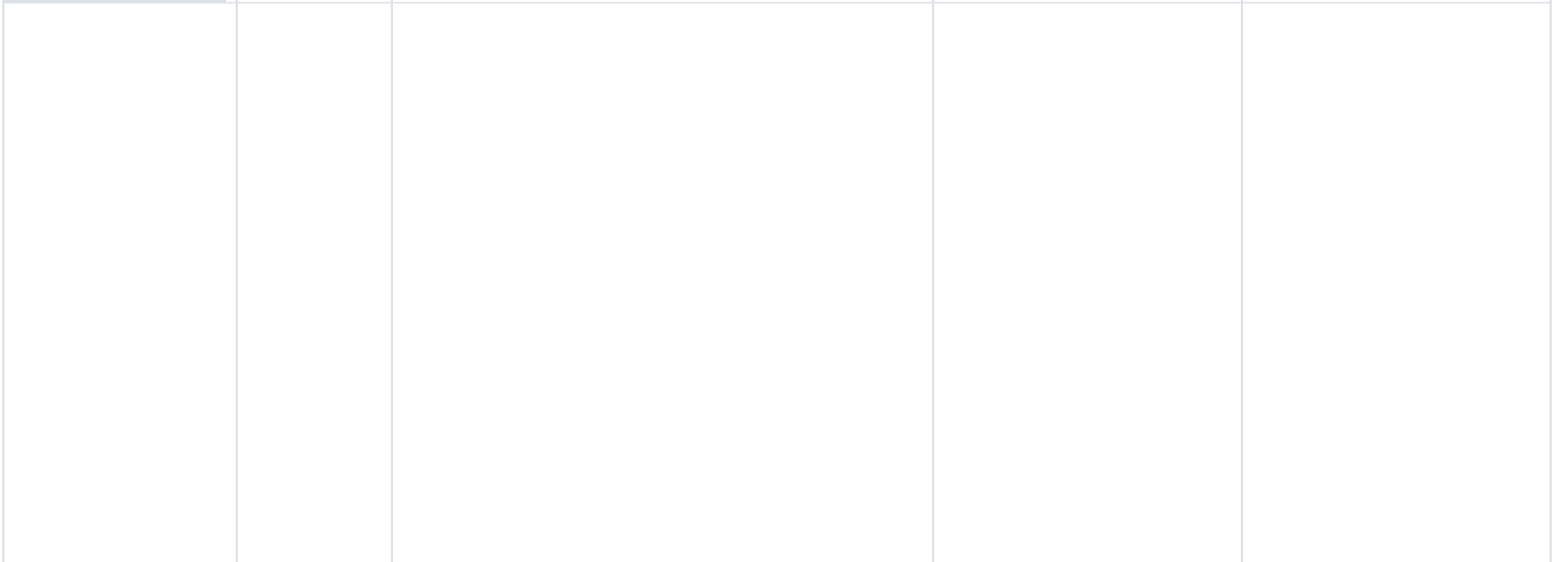
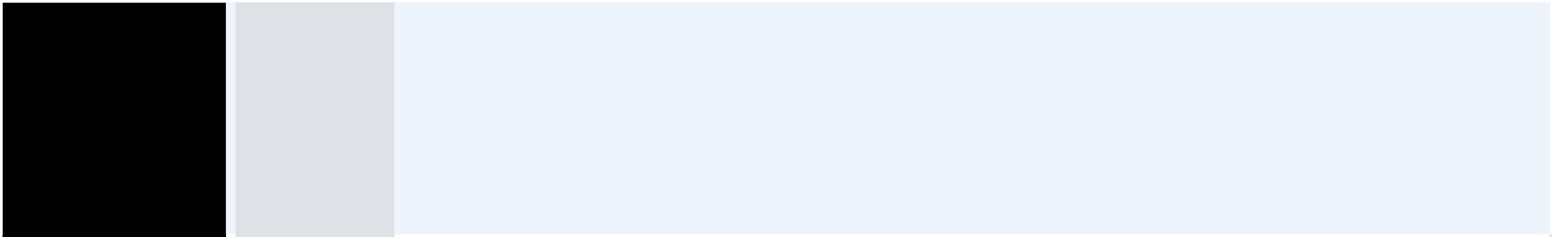
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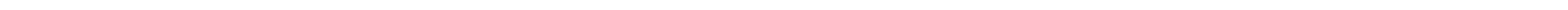
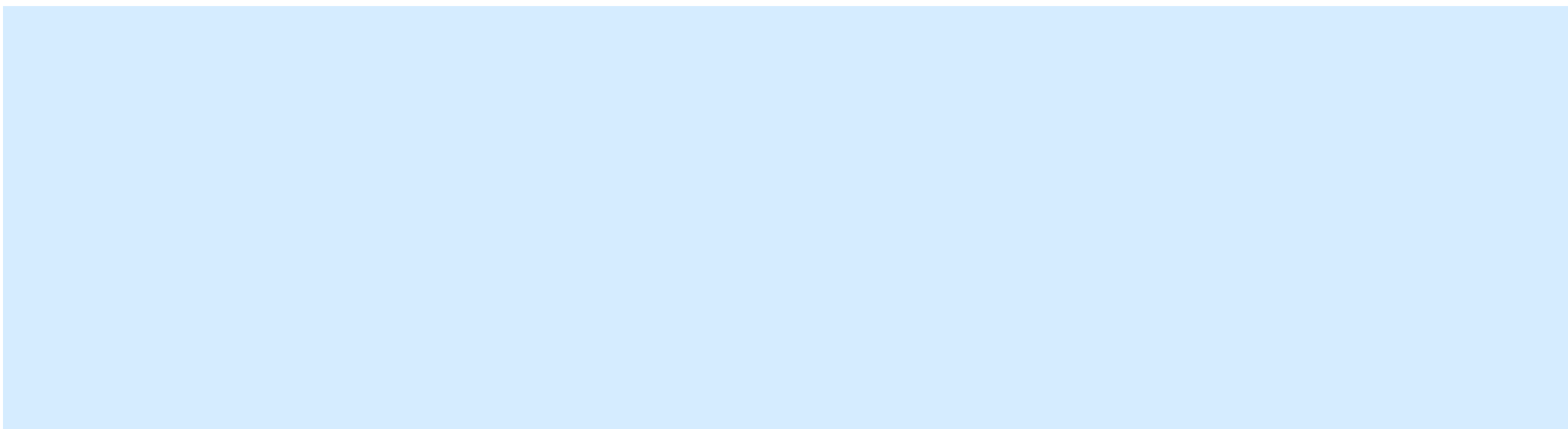


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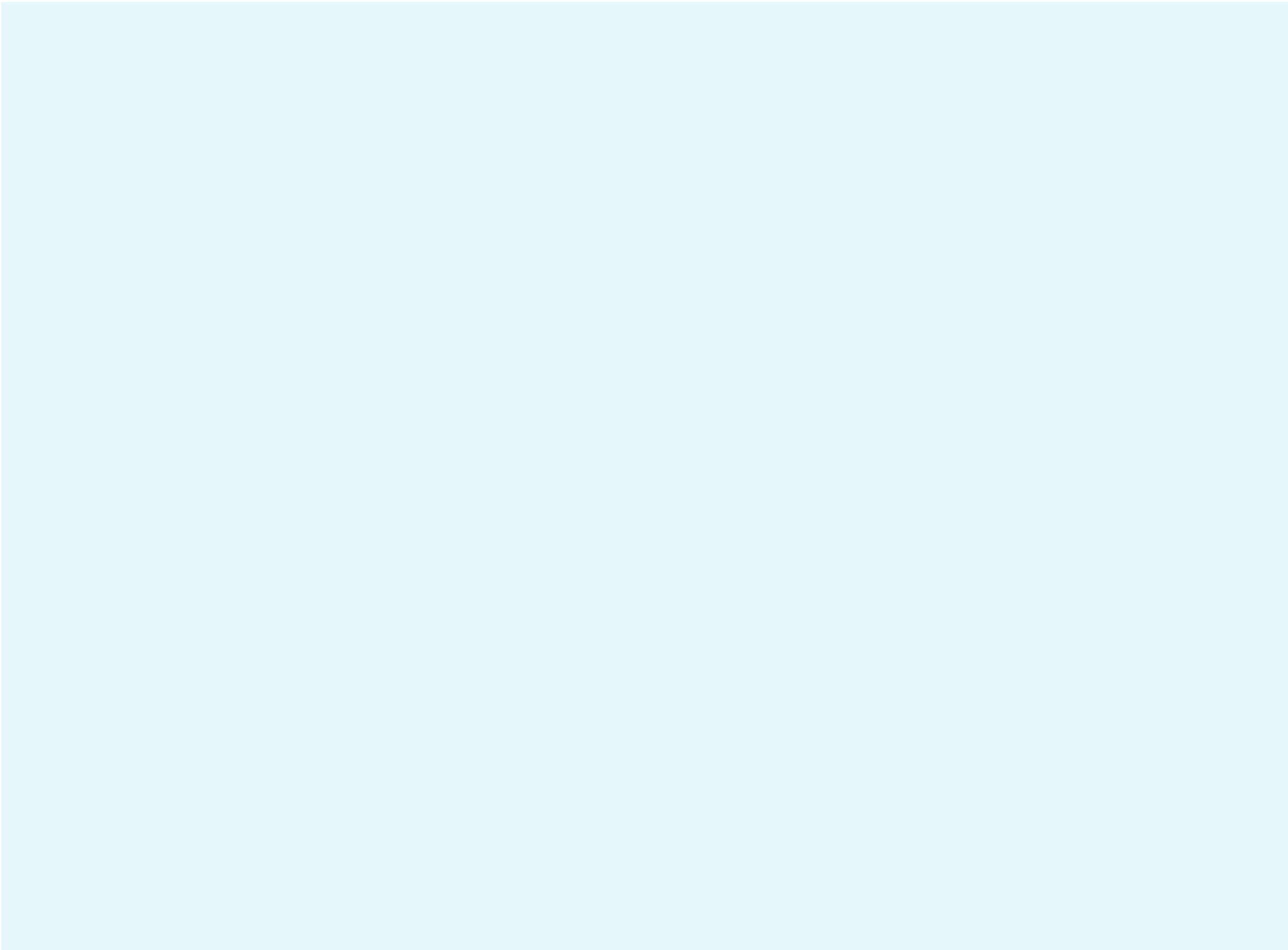
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