

# Business Principle

The Group strictly complies with all laws and regulations, conducts fair business practices and contributes to people's daily lives as well as to the advance of industry and society by creating value through the provision of key materials and technologies.

## Corporate Resources

- Number of employees**  
**22,783**
- Locations**  
**Plants in Japan:**  
**27 plants at 16 companies**  
**Plants and sales bases overseas:**  
**93 locations in 19 countries**
- Research laboratories**  
**12 locations**
- Equity ratio**  
**82.1%**
- Business partners**  
**Partnerships and relationships based on mutual trust**
- Corporate culture**  
**A spirit of compliance and fair corporate activities**

## The Triangular Link

Business activities targeting stable long-term growth



## Results and Value Created

	FY2009	FY2019
Net sales	¥916.8 billion	¥1,543.5 billion
Operating income	¥117.2 billion	¥406.0 billion
Net income after taxes	¥83.8 billion	¥314.0 billion
ROIC	7.0%	19.4%
ROE	6.0%	12.3%
Cash dividends per share	¥100	¥220

<b>Patents acquired and held</b>	
Patents acquired	1,892
Patents held	21,261

<b>Market share</b>	
PVC, semiconductor silicon, advanced photomask blanks and pheromone formulations	
<b>Global rank: No. 1</b>	
Cellulose derivatives	
<b>Global rank: No. 2</b>	
<b>Japan rank: No. 1</b>	
Silicones	
<b>Global rank: No. 4</b>	
<b>Japan rank: No. 1</b>	

<b>Sales share of environmental products*</b>	
<b>12.1%</b>	

<b>Share of overseas sales</b>	
<b>73.1%</b>	

As of March 31, 2020

\*Products that contribute to the achievement of Sustainable Development Goals. 7 (affordable and clean energy) and 13 (climate action)

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### Investor information

▶ <https://www.shinetsu.co.jp/en/ir/>

### Sustainability information

▶ <https://www.shinetsu.co.jp/en/csr/>