SEKISUI CHEMICAL CO., LTD.



For FY2023, ended March 31, 2024

# Presentation of Financial Results and the FY2024 Management Plan

Keita Kato

President and CEO

April 26, 2024

# Main Points of Today's Presentation



					★ : Record high
(JPY billion)	FY2023 Results	Compared with FY2022	Difference from Forecasts (January 2024)	FY2024 Plan	Compared with FY2023
Net sales	★ 1,256.5	+14.0	-5.8	★ 1,326.7	+70.2
Operating profit	94.4	+2.7	-0.6	★ 102.0	+7.6
Ordinary profit	★ 105.9	+1.7	+2.9	102.5	-3.4
Profit attributable to owners of parent	★ 77.9	+8.7	+2.9	★ 78.0	+0.1
Dividend per share (JPY)	★ 74	+15	+3	★ 75	+1
ROE (%)	10.4	+0.4	+0.4	10.0	-0.4
				et conditions in Japan and thoroughgoing efforts t	

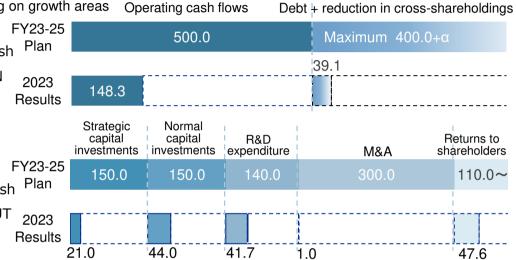
FY2023 Results	related activities), secured increases in net sales and operating profit through thoroughgoing efforts to secure margins; operating profit essentially came in in line with forecasts (January 2024); record highs in ordinary profit and the bottom line owing mainly to foreign exchange gains and such factors as the gain on sales of cross-shareholdings, respectively; ROE of 10.4% indicating an improvement in capital efficiency
FY2024 Plan	In addition to projecting a moderate recovery in market conditions, focus on expanding sales of high-performance products and maintaining margins; in conjunction with the aforementioned, plan to increase Group-wide net sales and operating profit and achieve operating profit of ¥102 billion by steadily promoting measures to strengthen Housing Business profitability; target record-high operating profit, ordinary profit, and bottom line;
Returns to Shareholders	FY2023: Increase in dividends of ¥3 per share compared with forecasts (January 2024) (up ¥15 per share YoY); period-end dividend of ¥39 per share for an annual dividend of ¥74 per share and a fourteenth consecutive FY of dividend growth; undertook the repurchase and cancellation of a total of 8 million treasury shares (4 million in the 1H and 4 million in the 2H) FY2024: Plan to pay an annual dividend of ¥75 per share, up ¥1 per share, for a fifteenth consecutive FY of dividend growth Establish a limit for the acquisition of treasury shares (maximum: 4 million shares / ¥9.2 billion); plan to cancel treasury shares (4 million shares)

### 1. Investment Plan and Progress

- While progress in FY2023 was sluggish due to a slump in market conditions, increase in growth investment projects from FY2024
- Continue to search for M&A and other opportunities, focusing on growth areas Operating cash flows

(JPY billion)

(JPY billion)	FY23-25 Plan	FY23 Results	F Cash	
Strategic investments	Limit 450.0	22.0	IN	
M&A, etc.	Limit 300.0	1.0	F	
Capital expenditures	150.0	21.0		
ESG investment (including strategic and normal capital investments)	30.0	13.0	F	
Normal investments	150.0	44.0	Cash	
Total	600.0	600.0 66.0 OL		
R&D expenditure	140.0	41.7	F	



#### 2. Strategic Innovation - Accelerated Growth -

- Strengthen efforts to quickly establish a new business foundation
- Accelerate development of perovskite solar cells for commercialization in FY2025

Growth potential businesses	Key themes and progress
Perovskite solar cells	<ul> <li>Accelerating development of 1 m width production technology</li> <li>Strengthening demonstration projects through external collaboration</li> </ul>
Biorefinery	<ul> <li>Demonstration phase posing challenges for stable production</li> </ul>
Overseas development of infrastructure materials	<ul> <li>Strengthening overseas marketing</li> <li>Started operations at European FFU plant</li> </ul>

### 3. Strengthen the ESG Management Platform

Steady progress in key KPIs for sustainable growth

Key issues	Review of FY2023							
Products to enhance sustainability	FY23 sales (preliminary data): 947.1 billion yen (+¥38.2 billion) Group-wide sales ratio growth: FY22: 73% $\rightarrow$ FY23: 75%							
GHG emission reduction rate	FY23:- 33%(BM: FY19) Medium-term Plan: -33% Reduction rate reached the level of the medium- term plan due to growth overseas in the switch to renewable energy							
Human capital	FY23 wage increase rate: More than 4% Employee challenge action rate: FY22: 47% $\rightarrow$ FY23: 48%							

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# Continue to actively provide returns to shareholders in FY2024; plans for a fifteenth consecutive FY of dividend growth

Return	s to Sh	areholo	lers Tra	ack Red	cord	(JPY	' billion	)				Previous Medium-term Management Plan	Medium-term Management Plan
Acquisition of treasury shares Total dividend payment									Dividend payout ratio	35% or higher	40% or higher		
	-O-Ne	et profit a	ittributab	le to ow	ners of p	arent			77 9	78.0	DOE	3% or higher	3% or higher
53.0 •	56.7	60.9 •	63.5 •	66.1 •	59.2	41.5	37.1	69.3 27.4	16.2	_	Total return ratio	50% or higher if the D/E ratio is less than 0.5	50% or higher if the D/E ratio is less than 0.5 Implement additional returns as appropriate, taking into account the investment progress under the Medium- term Management Plan, cash position, and stock price
15.0	16.8							25.6	31.4	31.5	Cancellation	Cancel newly acquired	Cancel newly acquired shares
13.6	14.7	16.8	19.0	20.5	21.1	21.2	21.9	20.0			of treasury shares	shares to the extent that total treasury shares do	to the extent that total treasury shares do not
FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24 Plan		not exceed 5% of outstanding shares	exceed 5% of outstanding shares

Fiscal year	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024 Plan
Net profit attributable to owners of parent per share (JPY)	104.7	115.1	126.1	133.8	141.7	128.8	91.9	83.2	159.2	183.5	185.0
Cash dividend per share (JPY)	27	30	35	40	44	46	47	49	59	74	75
Payout ratio	25.8%	26.1%	27.7%	29.9%	31.0%	35.7%	51.1%	58.9%	37.0	40.3	40.3
Acquisition of treasury shares (JPY billion)	15.0	16.8	16.4	16.0	14.6	13.3	12.2	9.5	27.4	16.2	9.2
Total return ratio*1	54.0%	55.5%	54.5%	55.1%	53.0%	58.1%	80.4%	84.6%	76.5%	61.0%	52.1%
DOE*2	2.8%	2.8%	3.1%	3.3%	3.4%	3.5%	3.3%	3.3%	3.7%	4.2%	3.9%
Cancellation of treasury shares (thousands of shares)	12,000	10,000	-	10,000	8,000	8,000	8,000	5,000	15,000	8,000	4,000

\*1 Total return ratio = (Amount of treasury shares acquired + Total dividends) / Net profit attributable to owners of parent Copyright@ SEKISUI CHEMICAL CO., LTD.

\*2 DOE = Total dividend payment (full year) / Average equity

# **FY2023 Results**

Forex rate	FY2	022	FY2023				
	1H	2H	1H	2H			
In-house assumptions	-	-	-	¥146/US\$ ¥159/€			
Results (Avg. rate for each term)	¥134/US\$ ¥139/€	¥137/US\$ ¥143/€	¥141/US\$ ¥153/€	¥148/US\$ ¥160/€			

\* Export data is subject to in-house assumptions regarding foreign currency exchange rates. A ¥1 depreciation in the value of the yen against the USD has the effect of increasing operating profit by approximately ¥500 million each year at the assumed in-house rate.

# Futoshi Kamiwaki

Representative Director Senior Managing Executive Officer Head of Business Strategy Department

## **Overview of FY2023 Results**

- Increase in net sales; second consecutive FY of record-high sales
- Increase in profit (operating profit, ordinary profit, and the bottom line)
- Record highs in ordinary profit and the bottom line owing mainly to foreign exchange gains and such factors as the gain on sales of cross-shareholdings, respectively
- Net sales, operating profit, ordinary profit, and the bottom line essentially came in in line with forecasts (January 2024)
- Dividend up ¥3 compared with forecasts (Jan. 2024); annual dividend per share of ¥74, up ¥15 (period-end dividend ¥39 per share)

(JPY billion)	FY2022	FY2023	Difference	FY2022 Forecasts (Jan.)	Difference
Net sales	1,242.5	<b>★</b> 1,256.5	+14.0	1,262.3	-5.8
Operating profit	91.7	94.4	+2.7	95.0	-0.6
Ordinary profit	104.2	★105.9	+1.7	103.0	+2.9
Profit attributable to owners of parent	69.3	★ 77.9	+8.7	75.0	+2.9
Dividend per share (JPY)	59	★ 74	+15	71	+3

★: Record high

# FY2023 Results by Segment

★: Record high

- Substantial increase in HPP Company operating profit; record highs in HPP and UIEP operating profit; decreases in Housing Company and Medical Business operating profit
  - HPP\*: Substantial increase in net sales and operating profit mainly in the Mobility field owing to the effects of improvements in demand and efforts to expand sales of high-performance products
  - Housing\*: Decrease in net sales and operating profit owing to the prolonged slump in new housing market conditions and a surge in component costs
  - UIEP\*: Despite the drop in housing demand and stagnant construction market conditions, increase in net sales and operating profit on the back of thoroughgoing efforts to secure margins and the growth in prioritized product sales
  - Medical: Despite an increase in net sales owing to higher diagnostics demand in Japan, firm trends in new pharmaceutical ingredients, and the impact of foreign exchange, decrease in operating profit due to such factors as the substantial impact of the decline in COVID-19 diagnostics kit sales in the U.S.

	FY2	022	FY2023 Difference			FY2023 Forecasts (Jan.)		Difference		
(JPY billion)	Net sales	Operating profit	Net sales	Operating profit	Net sales	Operating profit	Net sales	Operating profit	Net sales	Operating profit
HPP	396.4	40.1	<b>★</b> 412.9	★ 50.9	+16.5	+10.8	415.5	51.5	-2.6	-0.6
Housing	537.4	32.8	529.7	27.7	-7.7	-5.1	528.3	27.0	+1.4	+0.7
UIEP	234.3	21.2	234.8	<b>★</b> 22.1	+0.5	+0.9	237.3	23.2	-2.5	-1.1
Medical	89.7	12.5	<b>★</b> 92.6	11.0	+2.9	-1.6	94.1	12.6	-1.5	-1.6
Other	7.4	-10.9	7.3	-10.8	+0.1	+0.1	7.9	-11.5	-0.6	+0.7
Eliminations or corporate expenses	-22.6	-4.1	-20.7	-6.5	+1.9	-2.5	-20.8	-7.8	+0.1	+1.3
Total	1,242.5	91.7	1,256.5	94.4	+14.0	+2.7	1,262.3	95.0	-5.8	-0.6

• Other: LB\* down ¥2.0 billion, BR\* down ¥2.0 billion, R&D and other down ¥6.8 billion

\* HPP: High Performance Plastics Company, Housing: Housing Company, UIEP: Urban Infrastructure & Environmental Products Company

\* LB: Stationary Lithium-Ion Batteries Business, BR: Biorefinery Business

# 1H & 2H FY2023 Results by Segment

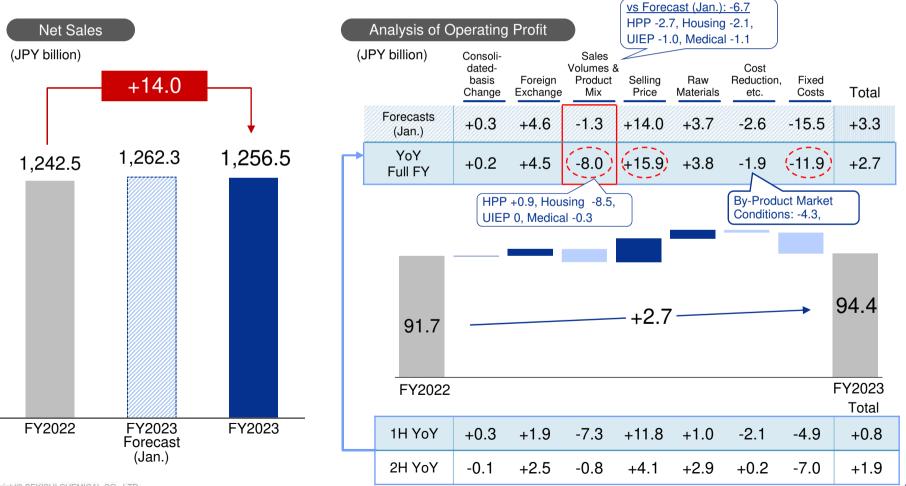
**\***: Record high

- Substantial increase in 2H HPP operating profit driven by the Mobility field; continued steady increase in UIEP operating profit; despite a downturn in Housing operating profit, impacted significantly by a drop in orders in the 1H, progress in promoting measures to strengthen profitability; decrease in Medical operating profit due to such factors as the sales decline of COVID-19 diagnostics kit in the U.S.
- Progress in the creation of new businesses and efforts to strengthen preparations aimed at bolstering internal control

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	1H F	Y2022	1H FY2023 D		Differ	Difference 2		2H FY2022		2H FY2023		Difference	
(JPY billion)	Net sales	Operating profit	Net sales	Operating profit	Net sales	Operatin g profit	Net sales	Operatin g profit	Net sales	Operating profit	Net sales	Operatin g profit	
HPP	201.5	20.4	200.3	23.0	-1.2	+2.5	194.9	19.7	<b>★</b> 212.6	<b>★</b> 28.0	+17.7	+8.3	
Housing	260.2	14.8	<b>★</b> 264.8	13.0	+4.6	-1.8	277.2	18.1	264.9	14.8	-12.3	-3.3	
UIEP	110.4	7.4	109.7	★ 8.1	-0.7	+0.6	123.9	13.8	125.1	<b>★</b> 14.1	+1.2	+0.3	
Medical	42.9	5.5	<b>★</b> 43.7	5.1	+0.8	-0.4	46.8	7.0	48.9	5.8	+2.1	-1.2	
Other	4.1	-5.4	3.2	-5.1	-1.0	+0.3	3.2	-5.5	4.1	-5.7	+0.8	-0.3	
Eliminations or corporate expenses	-11.4	-2.3	-10.3	-2.9	+1.0	-0.5	-11.2	-1.7	-10.4	-3.7	+0.9	-1.9	
Total	607.8	40.3	★ 611.3	41.2	+3.5	+0.8	634.8	51.3	★ 645.2	53.2	+10.5	+1.9	

# FY2023 Results Analysis

- Despite continued sluggish market conditions (delays in a recovery in housing market conditions in Japan and in semiconductor-related activities), secured increases in net sales and operating profit through thoroughgoing efforts to secure margins
- Despite a decline in sales volumes and product mix owing to the impact of a greater than expected downturn in demand, secured an improvement in margins compared with forecasts (January 2024); in conjunction with the aforementioned, results essentially came in in line with forecasts due to successful efforts to control fixed costs



# FY2024 Plan

	FY2	023	FY2024				
Forex rate	1H	2H	1H	2H			
In-house assumptions	-	-	¥150/US\$ ¥161/€	¥150/US\$ ¥161/€			
Results (Avg. rate for each term)	¥141/US\$ ¥153/€	¥148/US\$ ¥160/€	-	-			

\* Export data is subject to in-house assumptions regarding foreign currency exchange rates. A ¥1 depreciation in the value of the yen against the USD has the effect of increasing operating profit by approximately ¥500 million each year at the assumed in-house rate.

# FY2024 Plan: Overview and Returns to Shareholders

A Distance of the factor

- Planning increases in net sales and profit (operating profit, ordinary profit, and bottom line)
- Target record-high net sales, operating profit and bottom line
- Plan to pay a dividend per share of ¥75, up ¥1 (fifteenth consecutive FY of dividend growth)
- Establish a limit for the acquisition of treasury shares (maximum: 4 million shares / ¥9.2 billion); plan to cancel treasury shares (4 million shares)

			★: Record high
(JPY billion)	FY2023	FY2024 Plan	Difference
Net sales	1,256.5	★ 1,326.7	+70.2
Operating profit	94.4	★ 102.0	+7.6
Ordinary profit	105.9	102.5	-3.4
Profit attributable to owners of parent	77.9	★ 78.0	+0.1
Dividend per share (JPY)	74	★ 75	+1

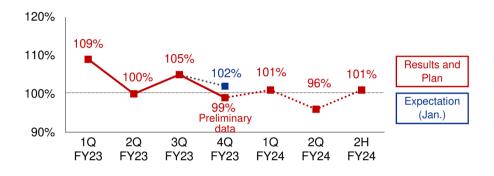
## **Outlook for Market Conditions**



\* Figures in parentheses are Forecasts (Jan.)

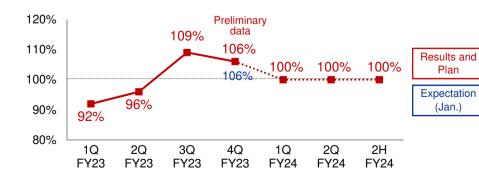
#### Number of Automobiles Manufactured (YoY)

4Q FY2023: Results slightly below expectations FY2024: Forecasts at the same level as the previous year



#### Smartphone Shipments (YoY)

4Q FY2023: Progress in line with forecasts FY2024: Forecasts at the same level as the previous year



### FY2024: Expecting a recovery in the number of exhibition visitors

	1H FY23	2H FY23	1H FY24	2H FY24
Overall visitors	97%	100% [97%]	97%	98%
Via WEB	108%	118% [107%]	98%	95%
Exhibition visitors	90%	95% [88%]	103%	107%

2H FY2023: Recovery in the number of overall visitors essentially in

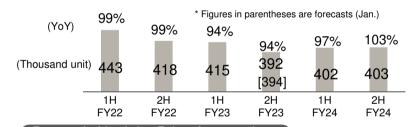
#### New Housing Starts

Housing • Visitors (YoY)

line with the previous year

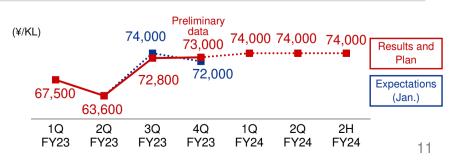
Gradual recovery from the 2H of FY2023

\* Timing when demand for each of the UIEP Company's products can be expected to emerge: From four to six months after the start of residential construction



#### Domestic Naphtha Price Assumptions

4Q FY2023: Slight surge compared with forecasts FY2024: Forecast to remain at a high level



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# FY2024 Plan by Segment

### Increases in net sales and operating profit in each segment; plans for recordhigh segment operating profit excluding the Housing Company

- HPP: Forecasting growth in the Mobility field and a recovery in Electronics-related demand focusing on semiconductors; plans for a substantial increase in net sales and operating profit
- Housing: Forecasting a modest recovery in new housing construction market conditions; plans for an increase in net sales and operating profit on the back of measures to strengthen Housing Business profitability and Renovation Business growth
- UIEP: Despite stagnant market conditions in the 1H, forecasting a gradual recovery in the 2H; focus on expanding sales of prioritized products, increasing overseas sales, and improving selling prices
- Medical: Work to definitively capture diagnostics demand in Japan and overseas; plans to expand sales of blood coagulation devices and reagents in Japan and China and new products in the U.S.
- Other: Continue to create new businesses and strengthen preparations aimed at bolstering internal control; breakdown: LB\* down ¥1.2 billion, BR\* down ¥3.4 billion, R&D and other down ¥8.3 billion

		FY2	2023	FY2 Pla	024 an	Difference		
(JPY billion)	★: Record high	Net sales	Operating profit	Net sales	Operating profit	Net sales	Operating profit	
HF	Р	412.9	50.9	★ 452.5	★ 56.7	+39.6	+5.8	
Hou	sing	529.7	27.7	536.0	30.0	+6.3	+2.3	
UIE	EP	234.8	22.1	<b>★</b> 245.4	<b>★</b> 24.0	+10.6	+1.9	
Med	lical	92.6	11.0	<b>★</b> 103.8	<b>★</b> 12.6	+11.2	+1.6	
Oth	her	7.3	-10.8	10.1	-12.9	+2.8	-2.1	
	Eliminations or corporate expenses		-6.5	-21.1	-8.4	-0.4	-1.9	
Tot	tal	1,256.5	94.4	★ 1,326.7	★ 102.0	+70.2	+7.6	

# 1H & 2H FY2024 Plans by Segment

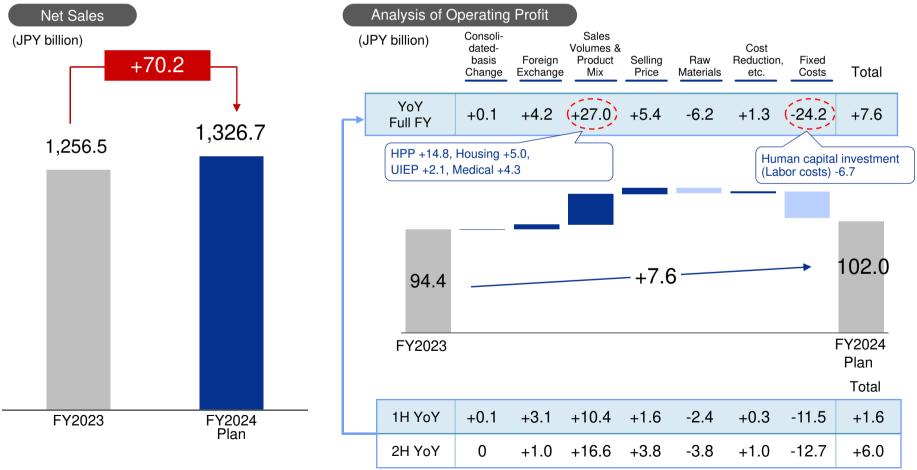
**\***: Record high

- Forecasting a modest recovery in market conditions; secure an increase in net sales and operating profit with the HPP Company continuing to drive the Group as a whole in the 1H; plans for an increase in net sales and operating profit across all segments in the 2H
- In the Housing Company, despite plans for a decrease in 1H net sales owing to the impact of the drop in housing orders received in FY2023, forecasting an increase in full FY operating profit by promoting measures to strengthen profitability

									A. Necolu nigh			
	1H FY	/2023	1H FY	1H FY2024		Difference 2H FY2023		2H FY	2024	Difference		
(JPY billion)	Net sales	Operatin g profit	Net sales	Operating profit	Net sales	Operatin g profit	Net sales	Operatin g profit	Net sales	Operating profit	Net sales	Operatin g profit
HPP	200.3	23.0	<b>*</b> 219.2	<b>★</b> 26.3	+18.9	+3.3	212.6	28.0	<b>★</b> 233.3	<b>*</b> 30.4	+20.7	+2.4
Housing	264.8	13.0	260.0	13.0	-4.8	0	264.9	14.8	276.0	17.0	+11.1	+2.2
UIEP	109.7	8.1	111.9	<b>★</b> 8.1	+2.2	0	125.1	14.1	<b>★</b> 133.5	★ 15.9	+8.4	+1.8
Medical	43.7	5.1	<b>★</b> 49.6	5.3	+5.9	+0.2	48.9	5.8	★ 54.2	★ 7.3	+5.3	+1.5
Other	3.2	-5.1	4.2	-6.0	+1.0	-0.9	4.1	-5.7	5.9	-6.9	+1.8	-1.2
Eliminations or corporate expenses	-10.3	-2.9	-10.3	-3.9	0	-1.0	-10.4	-3.7	-10.8	-4.5	-0.4	-0.8
Total	611.3	41.2	★ 634.6	42.8	+23.3	+1.6	645.2	53.2	★ 692.1	★ 59.2	+46.9	+6.0

# FY2024 Plan Analysis

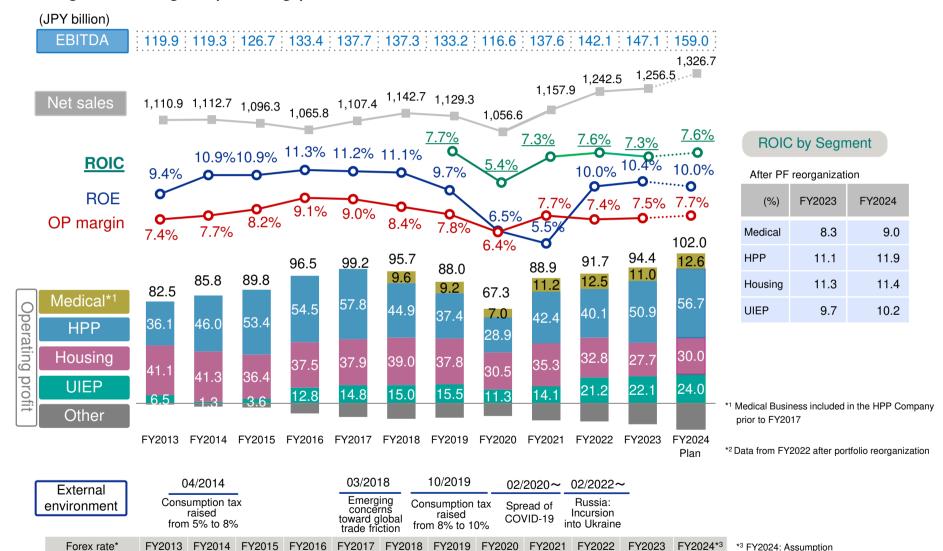
- Expecting a gradual recovery in global market conditions as well as housing market conditions in Japan; forecasting a substantial increase in sales volumes and product mix on the back of high-performance product sales growth and efforts to cultivate new customers
- Despite expecting an increase in fixed costs centered mainly on ongoing human capital investment, plans to expand operating profit through an increase in sales volume and product mix, efforts to secure margins, and the effects of foreign exchange gains



## **Consolidated Performance**



Continue to work toward business portfolio reform and accelerate the shift to further growth; target operating profit of ¥102 billion



100 JPY 110 JPY 120 JPY 108 JPY 111 JPY 111 JPY 109 JPY 106 JPY 112 JPY 135 JPY 145 JPY 150 JPY

1 USD 100 J \*Avg. rate for each term Copyright© SEKISUI CHEMICAL CO., LTD.



# Tatsuya Nishida

Managing Executive Officer

Head of Corporate Finance & Accounting Department

#### Number of Consolidated Companies

	Mar. 31, 2023	Mar. 31, 2024	Difference
Consolidated subsidiaries	148	143	Increased: 0 Subsidiaries Decreased: 5 Subsidiaries <sup>*1</sup>
Affiliates (Equity Method)	7	6	Increased: 0 Subsidiaries Decreased: 1 Subsidiary <sup>*2</sup>

\*1 Sekisui (Shanghai) Environmental Technology Co., Ltd., Sanin Sekisui Shoji Co., Ltd., PT HD Limited, Rehabilitation Research Laboratory Co., Ltd., Ltd., VOLUMORO LURE (LANOS AND) CO., LTD.

YOUNGBO HPP (LANGFANG) CO., LTD.

\*2 Sekisui Jushi Corporation

### Impact of Change in the Number of Consolidated Companies

(JPY billion)	FY2023 (YoY)	Difference
Net sales	+2.8	Sekisui XenoTech, LLC.*3 Seiryu Maintenance Co., Ltd.*4
Operating profit	+0.2	Tochigi Sekisui Heim Co., Ltd. <sup>*5</sup> Sanin Sekisui Shoji Co., Ltd. <sup>*6</sup>

\*3 Excluded from scope of consolidation from 2Q FY2022

- $^{\star4}$  Excluded from scope of consolidation from 3Q FY2022
- \*5 Newly consolidated from 3Q FY2022
- \*6 Excluded from scope of consolidation from 2Q FY2023

(JPY billion)	FY2022	F	Y2023	Difference			
Net sales	1,242.5		1,256.5		+14.0		Foreign exchange gains: +5.2
Gross profit	377.2	_	392.2		+15.0	_	Foreign exchange gains: +7.0
Gross profit margin	30.4%		31.2%		+0.9%		i ereigit exertange gamer i re
Selling, general and administrative expenses	285.6		297.8		+12.2		Exclusion of Sekisui Jushi Corporation from the scope of consolidation: -1.0
Operating profit	91.7		94.4		+2.7		of consolidation: -1.0
Share of profit of entities accounted for using equity method	2.3		0.8		-1.4		Gain on sale of investment
Other non-operating profit and expenses	10.3		10.7		+0.4		securities: +14.2
Ordinary profit	104.2		105.9		+1.7		Sekisui LB Tech Co., Ltd.
Extraordinary profit	1.2		14.2		+13.1		Impairment losses: +3.7 Volocopter GmbH
Extraordinary losses	5.9	۱Ľ	8.7		+2.7		Loss on stock impairment: +2.0
Profit before income taxes	99.5		111.5		+12.0		Veredus Laboratories
Income taxes, etc.	28.7		32.4		+3.7		Lump-sum amortization of goodwill
Profit attributable to non-controlling interests	1.5		1.1		-0.4		+2.0 PeptiStar Inc.
Profit attributable to owners of parent	69.3		77.9		+8.7		Loss on stock impairment: +1.3

Foreign	1 USD	135 JPY	145 JPY
exchange (Avg. rate)	1 EUR	141 JPY	157 JPY



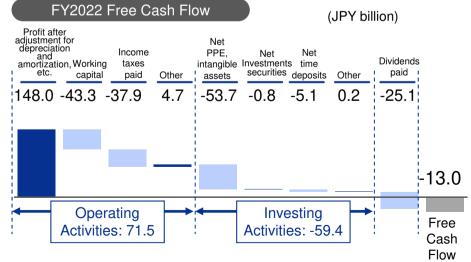
					Inventories (B/S item)	Mar.31 2024	Difference
					Ready-built housing (products)	38.0	+5.3
	Mar. 31, 2023	Mar. 31, 2024	Difference		Prepared land for subdivision housing	67.7	+3.5
(JPY billion)					Land under preparation (work in process)	10.5	+0.5
Cash and deposits	101.1	138.6	+37.5		Housing under construction (work in process)	30.8	-3.8
Trade receivables	192.5	213.5	+20.9		Components, other (raw materials)	6.3	-1.7
Hade receivables	192.0	213.5	+20.9		Housing Total	153.2	+3.8
Inventories	286.8	298.2	+11.4		Non-residential total (products, other)	145.0	+7.7
					Inventories Total	298.2	+11.4
Other current assets	41.2	35.3	-5.9				
Property, plant and	/		. – .		Purchase: +51.4		
equipment	377.4	392.5	+15.1		Depreciation: -42.6		
					Foreign exchange: +1	5.8	
Intangible assets	51.0	59.1	+8.1				
Investment securities	137.3	127.4	-9.9		Sale / redemption: -41.7		
investment securities	137.3	127.4	-9.9		Market value: +34.1		
Investments and other assets	40.8	58.7	+17.9				
Total assets	1,228.1	1,323.2	+95.1	<b>—</b>	Foreign exchange: +4	43.7	
10101 033013	1,220.1	1,020.2	+33.1		Consolidated-basis ch	nange: -0	).7
					Actual basis: +52.1		

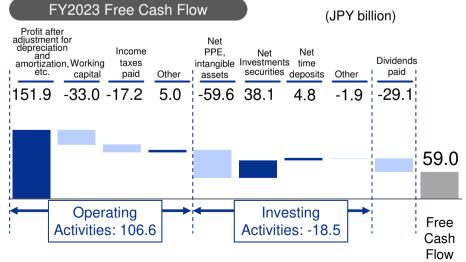
# Balance Sheets (Liabilities & Net Assets)



(JPY billion)	Mar. 31, 2023	Mar. 31, 2024	Difference	
Non-interest-bearing liabilities	375.1	381.6	+6.4	
Interest-bearing liabilities	120.5	120.7	+0.3	Net profit: +77.9
[Net interest-bearing liabilities]	[19.4]	[-17.8]	[-37.2]	Dividends paid: -27.8
Total liabilities	495.6	502.3	+6.7	Cancellation of treasury shares: -13.9
Share capital etc.	208.6	208.6	0	lieasury shares13.3
Retained earnings	468.1	501.9	+33.9	
Treasury shares	-46.6	-48.7	-2.0	Cancellation of
Valuation difference on available-for- sale securities	37.8	51.2	+13.4	treasury shares: +13.9 Purchases of
Non-controlling interests	27.5	28.6	+1.1	treasury shares: -16.2
Other net assets	37.1	79.2	+42.1	
Total net assets	732.5	820.9	+88.4	Foreign currency translation
Total liabilities and net assets	1,228.1	1,323.2	+95.1	adjustment: +28.6
	7.00/	7.00/	0.00/	
ROIC	7.6%	7.3%	-0.3%	
ROE	10.0%	10.4%	+0.4%	
Equity-to-asset ratio (%)	57.4%	59.9%	+2.5%	
D/E ratio (Net)	0.03	-0.02	-0.05	

(JPY billion)	FY2022	FY2023
Cash flows from operating activities	71.5	106.6
Cash flows from investing activities	-59.4	-18.5
Cash flows from financing activities	-62.9	-53.0
Net increase in cash and cash equivalents	-48.5	41.2
Cash and cash equivalents at end of period	85.2	126.4
Free cash flow =Cash flows from operating activities + Cash flows from investing activities - Dividends paid	-13.0	59.0







★ : Record high

	De	epreciatior	ז <sup>*1</sup>	Goodwill and other amortization <sup>*2</sup>			Capital expenditures			EBITDA*3		
(JPY billion)	FY2022	FY2023	Differ- ence	FY2022	FY2023	Differ- ence	FY2022	FY2023	Differ- ence	FY2022	FY2023	Differ- ence
Housing	11.1	11.6	+0.5	0.1	0.4	+0.3	10.0	10.2	+0.1	44.0	39.7	-4.3
UIEP	8.1	8.4	+0.2	0.4	0.5	+0.1	8.7	9.9	+1.2	29.7	31.0	+1.3
HPP	20.3	21.5	+1.2	1.4	1.2	-0.2	17.5	20.2	+2.7	61.8	73.7	+11.8
Medical	4.6	5.3	+0.7	0.8	0.6	-0.2	10.1	6.4	-3.7	18.0	16.9	-1.0
Other	2.5	2.1	-0.4	0	0	0	4.4	2.7	-1.7	-8.4	-8.7	-0.3
Eliminations or Corporate expenses	1.1	1.1	0	0	0	0	6.1	11.3	+5.2	-3.0	-5.4	-2.5
Total	47.7	50.0	+2.2	2.7	2.7	0	56.8	60.6	+3.8	142.1	★ 147.1	+5.0

\*1 Depreciation does not include amortization of M&A intangible assets

\*2 Goodwill and other amortization = Goodwill amortization + Amortization of M&A intangible assets

\*3 EBITDA = Operating profit + Depreciation + Goodwill and other amortization

### Depreciation, Amortization, Capital Expenditures, Research and Development Expenditure

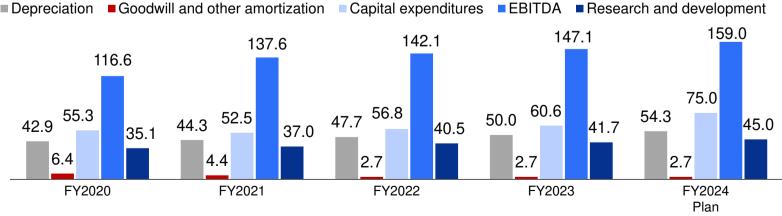


★ : Record high

(JPY billion)	FY2023	FY2024 Plan	Difference
Depreciation	50.0	54.3	+4.3
Goodwill and other amortization	2.7	2.7	0
Capital expenditures	60.6	75.0	+14.4
EBITDA	147.1	★ 159.0	+11.9
Research and development expenditure	41.7	45.0	+3.3

Depreciation, Amortization, Capital Expenditures, Research and Development Expenditure

(JPY billion)



Depreciation Goodwill and other amortization Capital expenditures EBITDA Research and development

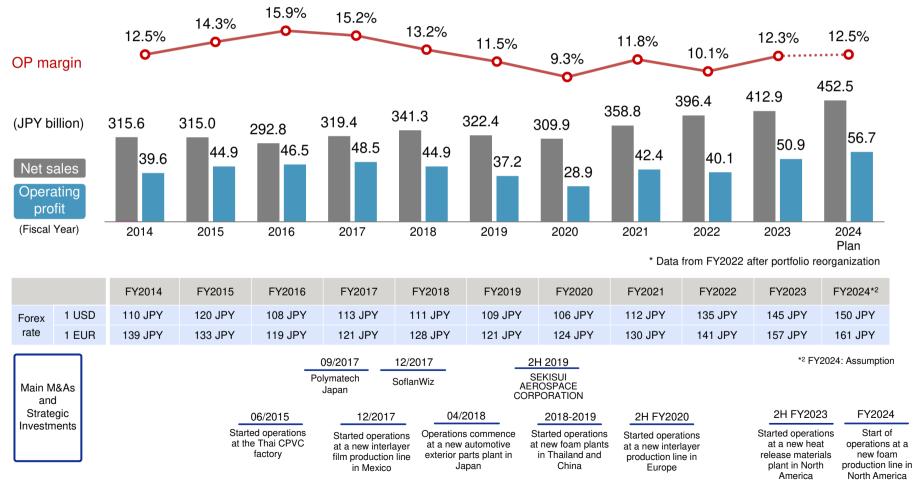
# **High Performance Plastics Company**

Ikusuke Shimizu

**Company President** 

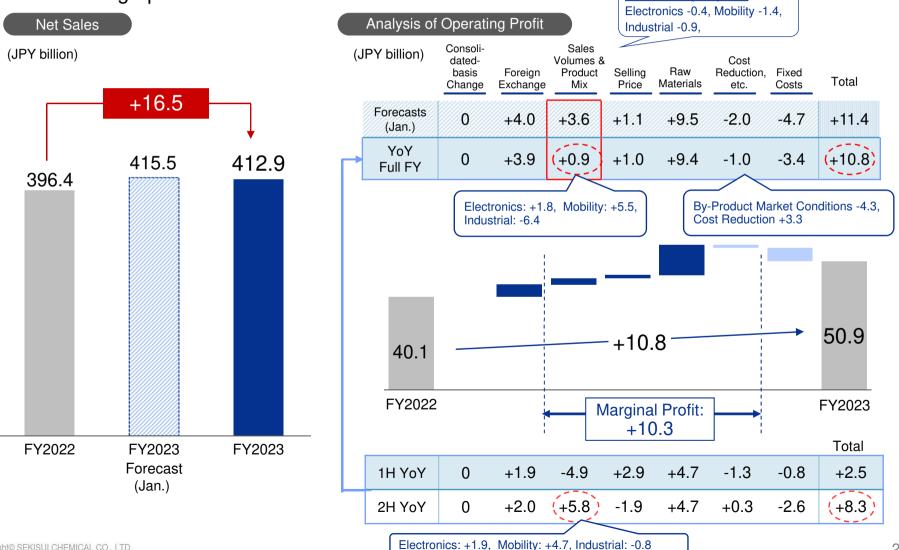
## **Performance Trends**

- FY2023: Substantial increases in both net sales and operating profit mainly in the Mobility field owing to the effects of an upswing in demand and high-performance product sales growth
- FY2024: Plans for an increase in net sales and a record-high in operating profit owing to continued growth in the Mobility field and a recovery in Electronics-related demand focusing on semiconductors



# FY2023 Results Analysis

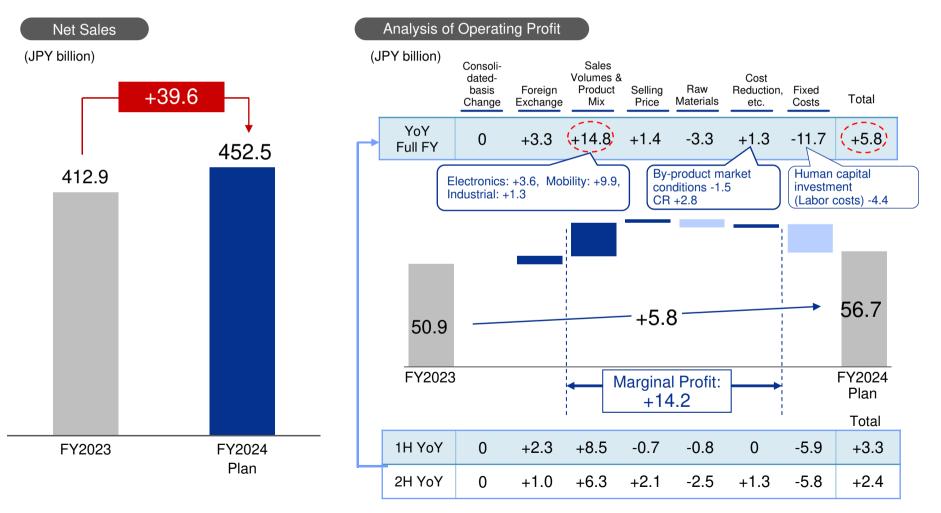
Despite continued sluggish demand in the Industrial field, increase in sales volumes and product mix focusing on the Mobility field; substantial increase in net sales and operating profit on the back of an increase in margins and contributions from foreign exchange gains; record-high profit in the 2H and full FY vs Forecast (Jan.): -2.7



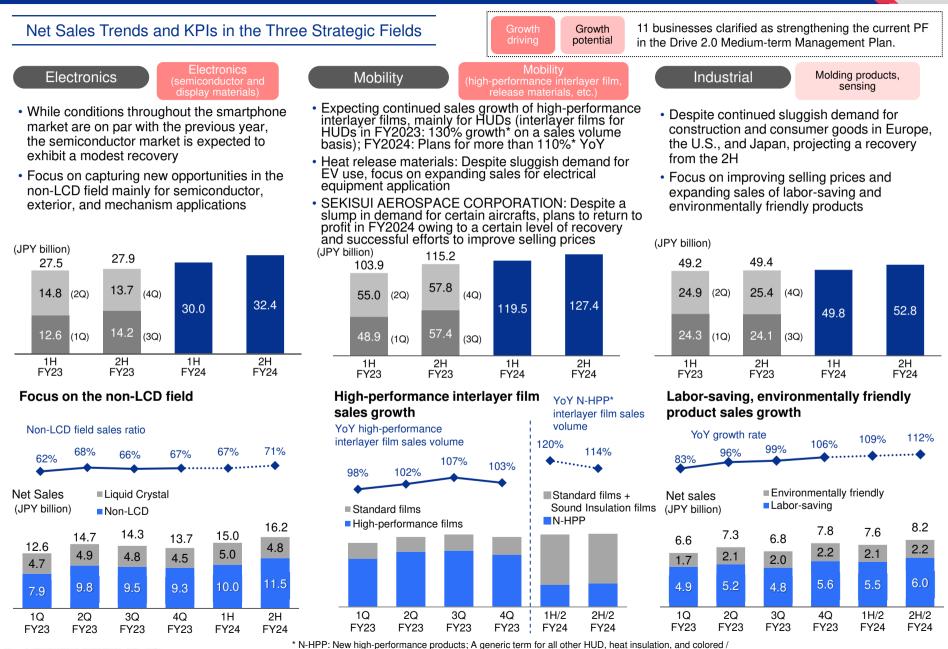
# Overview of FY2024 Plan



In addition to continued firm trends in the Mobility field, Electronics-related demand forecast to recover focusing on semiconductors; substantial increase in sales volumes and product mix; plans for an increase in net sales and operating profit by offsetting the effects of higher fixed costs attributable to human capital investment and surging raw material prices as well as the impact of foreign exchange gains; target record-high profit







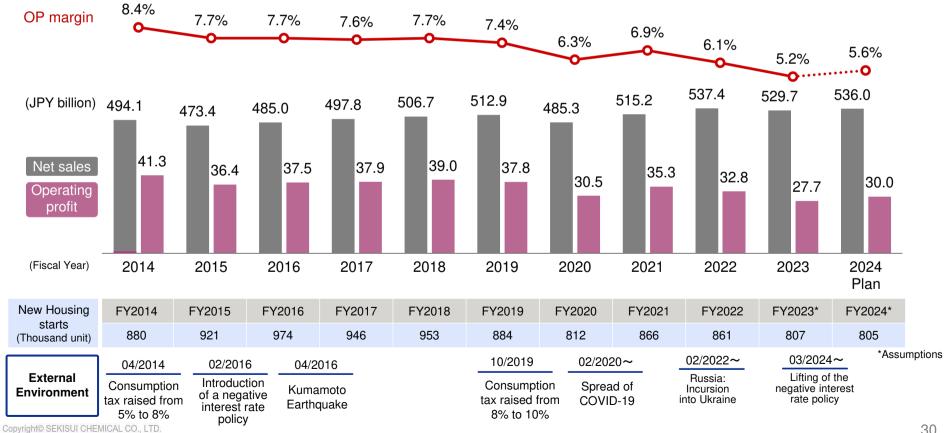
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# Masahide Yoshida

**Company President** 

- FY2023: Decrease in net sales and operating profit owing to the prolonged slump in new housing construction market conditions and the substantial impact of soaring component costs
- FY2024: Conditions throughout the new housing construction market expected to exhibit a modest recovery; plan to increase net sales and operating profit on the back of efforts to carry out profitability strengthening measures in the Housing Business as well as Renovation Business and other growth



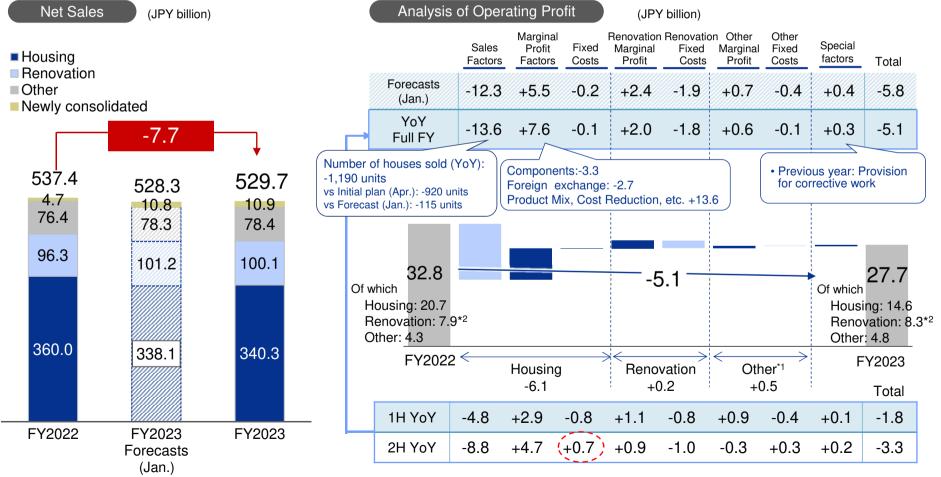
# FY2023 Results Analysis

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While operating profit in the Renovation Business increased on the back of successful efforts to capture firm demand by strengthening the personnel structure, operating profit declined substantially in overall terms owing to a downturn in the number of houses sold and significant increase in component costs in the Housing Business; results slightly above forecasts (January 2024) through efforts control fixed costs and other factors

Measures aimed at strengthening profitability in the Housing Business progressing in line with plans

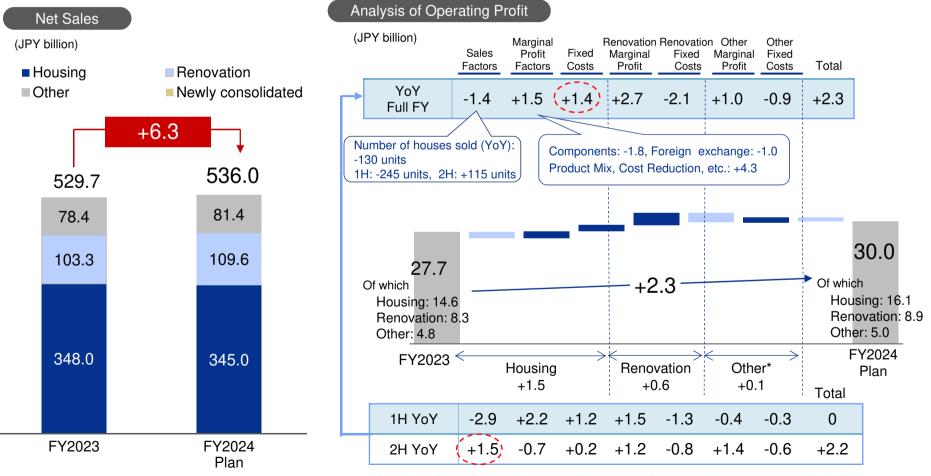


<sup>&</sup>lt;sup>\*1</sup>Other (Real Estate, Town and Community Development, Overseas, Residential Services, HEIM DENKI) \*2Includes special factors 31

## Overview of FY2024 Plan

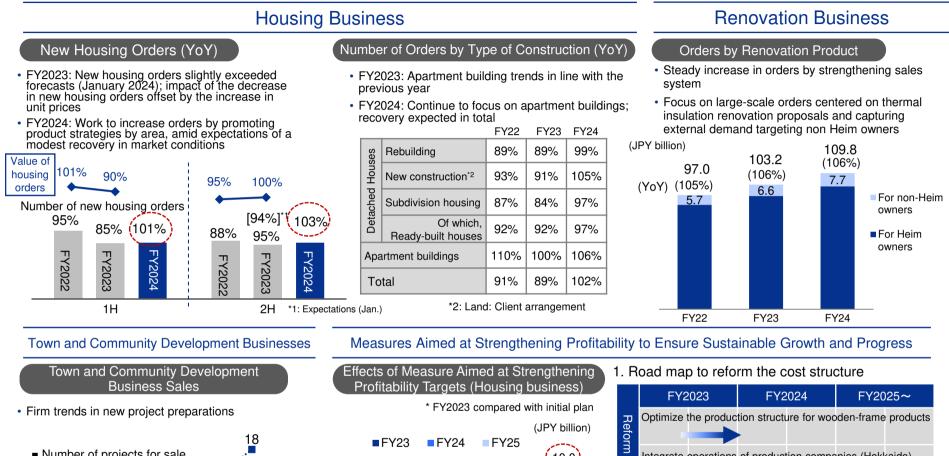


- Expecting a modest recovery in Housing Business market conditions; despite a decrease in the number of houses sold, net sales essentially in line with the previous year owing to an increase in unit prices; plans for an increase in operating profit due to the effects of measures aimed at strengthening profitability
- Increase in orders in the Renovation Business as ongoing efforts to help shifted personnel provide a definitive contribution take hold; plans for the continued increase in net sales and operating profit



<sup>\*</sup>Other (Real Estate, Town and Community Development, Overseas, Residential Services, HEIM DENKI)



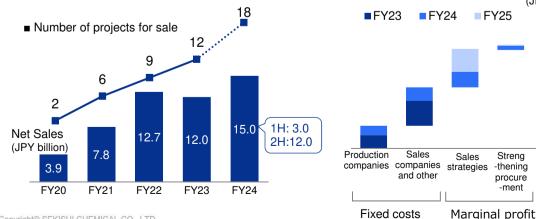


10.0

Total

the

structure



Integrate operations of production companies (Hokkaido)

Strengthen shift of human resources to growth domains (such as Stock Businesses)

Improve productivity (optimize logistics and consolidate processes, etc.)

- 2. Roll out product strategy by areas
- Strengthen 3-story homes for urban areas (New products launched in Jan. 2024)
- Strengthen sales expansion of single-story homes and apartment buildings in suburban areas

# Urban Infrastructure & Environmental Products Company

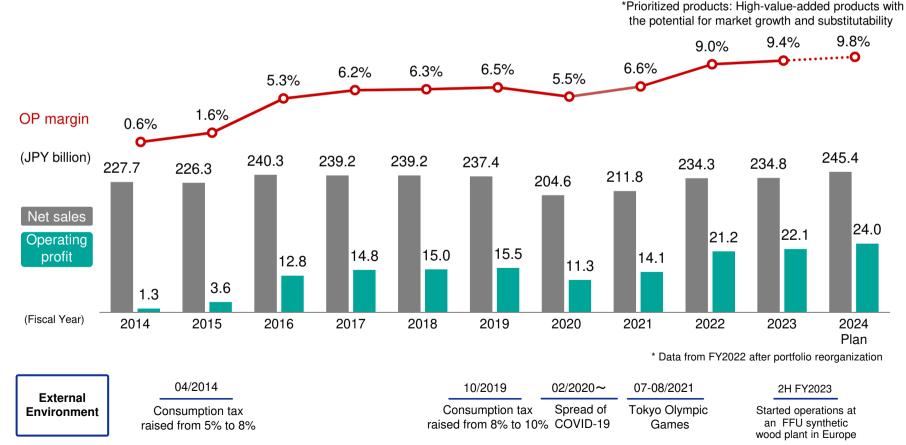
Yoshiyuki Hirai

**Company President** 

## **Performance Trends**

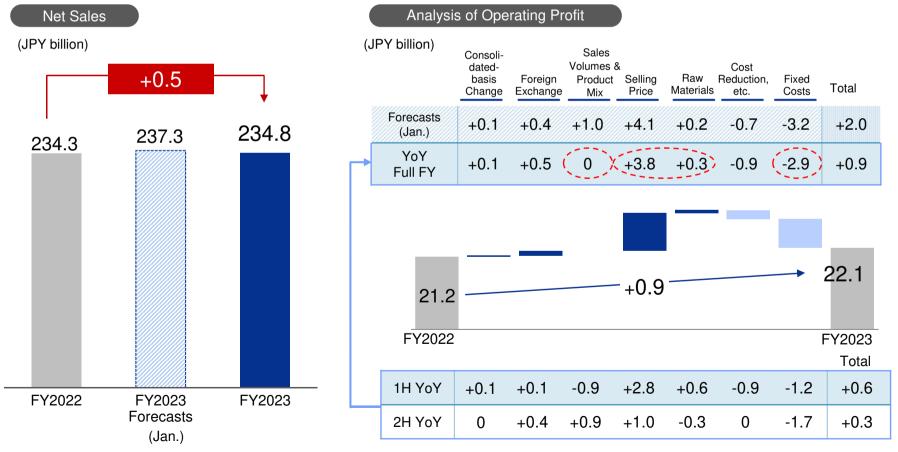


- FY2023: Despite a decrease in housing demand and stagnant construction market conditions, increase in net sales and operating profit owing to thoroughgoing efforts to secure margins and expand sales of prioritized products; second consecutive FY of record-high operating profit
- FY2024: While market conditions are expected to remain stagnant during the 1H, projecting a gradual recovery from the 2H; plans for an increase in net sales and operating profit by focusing on efforts to expand sales of prioritized products, increase overseas sales, and improve selling prices; target record-high operating profit for a third FY



## FY2023 Results Analysis

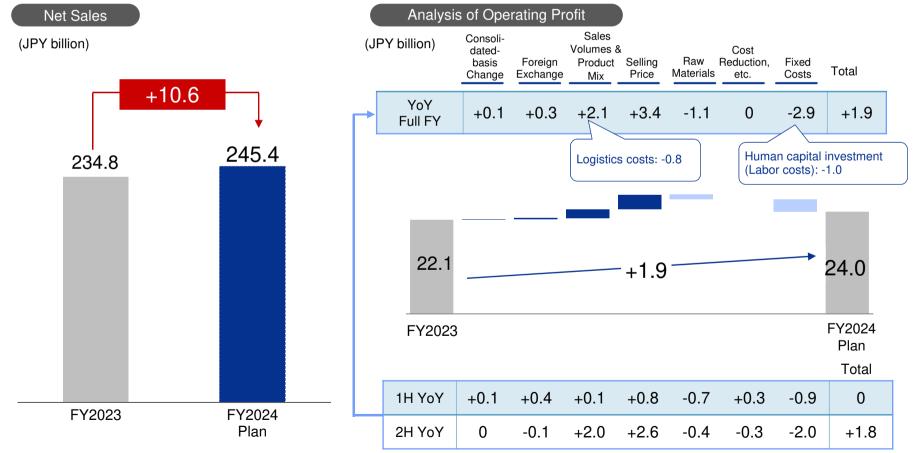
- Despite a decline in housing demand in Japan and stagnant non-residential market conditions, took thoroughgoing steps to secure margins; also controlled fixed costs and secured an increase in net sales and operating profit; results fell below forecasts (January 2024) owing to the greater-than-expected slowdown in 4Q market conditions
  - Japan: Despite sluggish market conditions, expanded sales of prioritized products, centered on such products as polyethylene pipes for water supply, construction, and plant applications as well as fire-resistant materials
  - Overseas: Sluggish demand for chlorinated polyvinyl chloride (CPVC), especially in India; pipeline renewal growth on the back of efforts to cultivate new projects



## Overview of FY2024 Plan



- While housing and non-residential market conditions in Japan are expected to remain stagnant in the 1H, projecting a gradual recovery from the 2H
- Plans for an increase in net sales and operating profit by improving selling prices in response to the upswing in costs, expanding sales of prioritized products, and increasing overseas sales
  - Japan: Work to improve selling prices in response to the upswing in total costs, including raw materials and distribution costs; focus on expanding sales of prioritized products centered on polyethylene pipes and fire-resistant materials
  - Overseas: Focus on expanding CPVC sales areas; continue to expand pipeline renewal sales mainly in Asia and North America; promote stable operations at the FFU factory in Europe





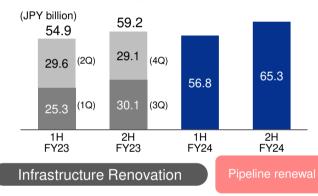
#### Net sales in the Three Strategic Fields and KPI's

#### **Pipe Systems**

Construction and industrial piping

Pipe and joint materials for buildings, factories, and social infrastructure. and products related to disaster prevention

- Housing and non-residential markets in Japan: Despite sluggish market conditions in the 1H, expecting a gradual recovery from the 2H; focus on expanding sales of prioritized products and improving selling prices
- Plant market: Expecting a recovery in market conditions, especially for semiconductor-related applications, from the 2H



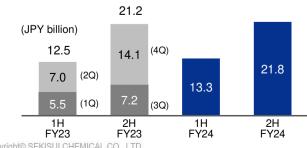
#### Products and technologies for infrastructure aging prevention

Pipeline renewal

Japan: Stable trends in demand

Overseas: Continue to focus on efforts to cultivate new customers

· Aqua System: Focus on expanding sales of prioritized products (highly functional panel tanks)



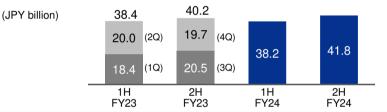
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#### Building and Infrastructures Composite Materials

Performance materials (railroad

Building materials for bathrooms and exterior finish, fire-resistant materials, and materials for railway infrastructure

- Fire-resistant and non-flammable materials: Target growth by cultivating new customers
- FFU (railway sleeper application): Promote stable operations at the FFU factory in Europe; aim to expand adoption overseas
- Building materials / Sekisui Hometechno Co., Ltd.: Continued slump in the housing market; Focus on expanding sales of prioritized products, including high flowrate drainage systems and personal care products



#### Prioritized Products Sales Overseas Sales\* by Region Growth Driving Business Sales (Japan)

 Expecting growth mainly in polvethylene pipes and fireresistant materials

Europe Prioritized product sales/domestic sales (JPY billion) North America 25% 24% 21% 19.9 19.5 1.5 1.3 (JPY billion) 29. 26.5 15.4 15.8 21 Q 19.5 2H 1H 1H 2H 1H 2H FY23 FY23 FY24 FY23 FY23 FY24 FY24

 Expecting growth mainly in Asia (CPVC) and Europe (FFU)

Asia, other

20.9

1.8

15.9

23.9

1.9

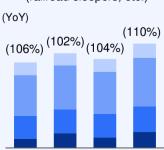
3.3

18.7

2H

FY24

- Pipeline renewal
- Fire-resistant and non-flammable materials
- Construction and industrial piping
- Performance materials (railroad sleepers, etc.)



1H

FY24

2H

FY23

1H

FY23

\* Including the export of domestic products

1H

2H

FY24



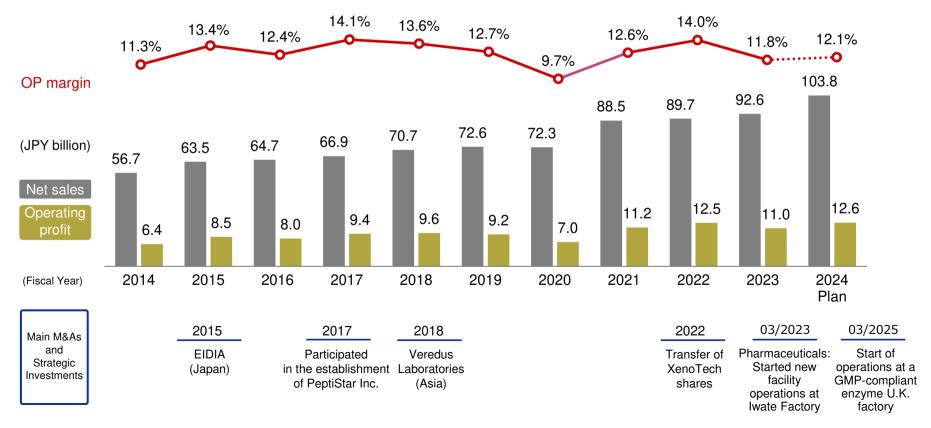
Eiichi Takahashi

President of SEKISUI MEDICAL CO., LTD

## **Performance Trends**

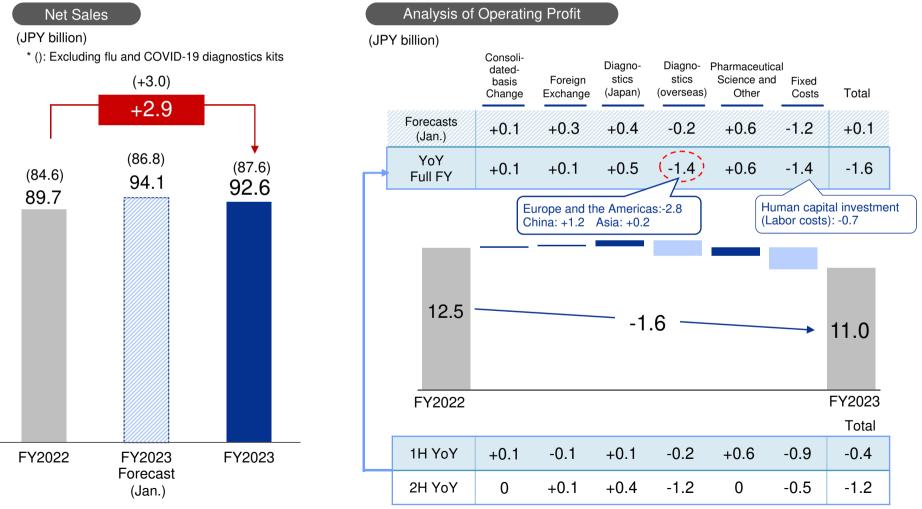


- FY2023: Despite an increase in net sales owing to higher diagnostics demand in Japan, firm trends in new pharmaceutical ingredients, and the impact of foreign exchange, decrease in operating profit due to such factors as the substantial impact of the decline in COVID-19 diagnostics kit sales in the U.S.
- FY2024: Work to definitively capture diagnostics demand in Japan and overseas; target record-high profit on the back of efforts to expand sales of blood coagulation devices and reagents in Japan and China and new products in the U.S.





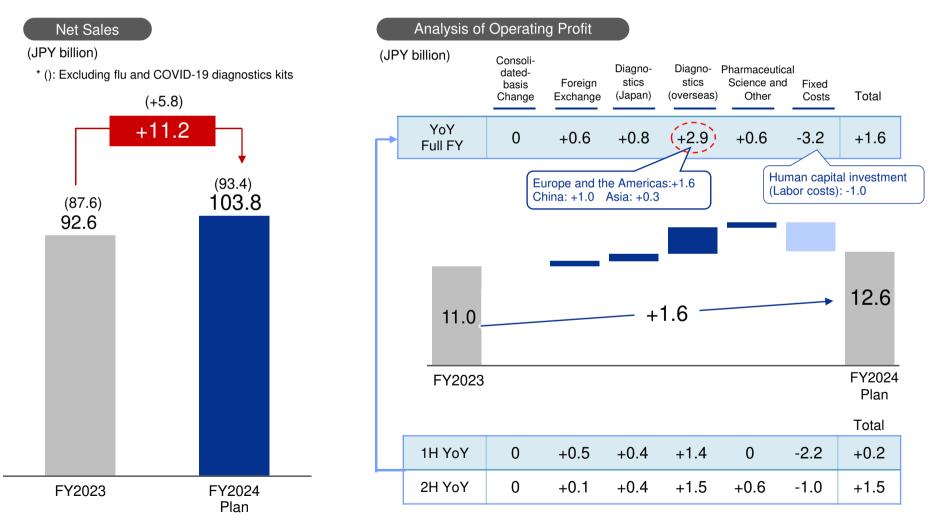
Increase in demand for infectious disease testing in Japan and firm trends in new pharmaceutical ingredients; despite an upswing in overseas sales on the back of an increase in sales of blood coagulation reagents in China, decrease in operating profit owing to the inability to offset the impact of such factors as the sales decline of COVID-19 diagnostics kits in the U.S.; results fell below forecasts (January 2024)



## Overview of FY2024 Plan



Target a substantial increase in net sales and record-high operating profit by capturing continued strong demand for diagnostics reagents and increasing sales of new pharmaceutical ingredients in Japan, while focusing on expanding sales of blood coagulation devices and reagents in China as well as new products in the U.S.

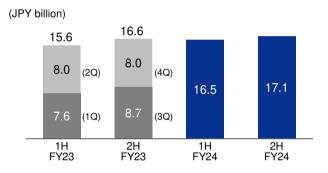




Net sales by Business and Overview of Progress

#### Diagnostics (Japan)

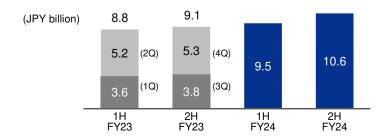
- FY2023: Increase in demand for infectious disease testing
- FY2024: Focus on expanding sales in the immunology and blood coagulation areas



Pharmaceutical Sciences (Pharmaceutical and Fine Chemicals, Drug Development Solutions, Enzymes)

Pharmaceutical science (CDMO)

- FY2023: Firm trends in new pharmaceutical ingredients; in addition, progress capturing new orders in line with plans
- FY2024: Continue to focus on capturing new orders (pharmaceutical and fine chemicals, drug development solutions, enzymes)

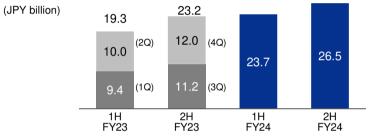


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#### Diagnostics (overseas)

### Overseas testing system

- FY2023: Despite a drop in sale for such products as COVID-19 diagnostics kits in the U.S., increase in net sales on the back of blood coagulation devices and reagents growth in China as well as the impact of foreign exchange
- FY2024: Continue to focus on expanding sales of blood coagulation testing devices and reagents in China, diagnostics reagents in Asia, and new products in the U.S.



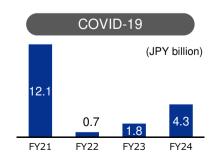
#### Trends in Net Sales of Infectious Disease Testing Kits

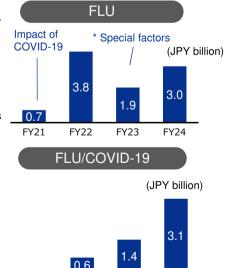
FY21

FY22

- FY2024 FLU/COVID-19 demand is expected to remain normal
- FLU/COVID-19 diagnostics kit first product to be certified in the U.S. (certified in March 2024)

\* Special factors: Shipments stalled due to cyber-attacks





FY23

FY24

43

This slide presentation contains forward-looking statements. These statements are based on current expectations and beliefs. However, actual results may differ from those expressed or implied due to a number of factors and uncertainties such as changes in the global economy and our business, competition in the market, and regulatory issues.

Note: Figures denominated in units of 100 million JPY are rounded off to the nearest hundred million.

# Housing Company Results and Plan



1.	Main data in Housing business		FY2023		FY2022			
		1H	2H	Full Year	1H	2H	Full Year	
	Net sales (JPY billion)	264.8	264.9	529.7	260.2	277.2	537.4	
0	Housing	175.3	172.7	348.0	177.2	186.4	363.6	
CONSOLIDATED	Renovation	50.9	52.4	103.3	47.0	50.3	97.3	
SOL	Other	38.6	39.9	78.4	36.0	40.5	76.4	
_IDA	Real estate	27.3	29.2	56.5	25.8	26.7	52.5	
TEI	Residential Services	3.6	3.7	7.3	3.7	3.9	7.6	
U	Town and Community Development	6.1	5.9	12.0	4.8	7.9	12.7	
	Overseas	0.6	0.8	1.4	0.8	0.9	1.6	
	1.Number of houses sold (Housing units)	4,675	4,485	9,160	5,190	5,160	10,350	
	Detached houses	4,400	4,070	8,470	4,925	4,775	9,700	
	Housing/Rebuilding	3,745	3,480	7,225	4,185	4,115	8,300	
	Ready-built houses	655	590	1,245	740	660	1,400	
	Apartment buildings, other	275	415	690	265	385	650	
DTH	2. Main data							
OTHERS	Prices per unit (JPY million) in the detached houses	34.8	35.7	35.2	32.9	33.6	33.2	
	Prices per tsubo** (JPY thousand) in the detached houses **Tsubo=3.3 Square meter	1,010	1,039	1,023	932	965	948	
	Floor space (Square meter) in the detached houses	113.7	113.3	113.5	116.4	114.9	115.7	
	Exhibition places (Units)	430	-	404	431	-	430	
	Sales staff (Number of person)	2,451	-	2,241	2,439	-	2,275	

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# Housing Company Results and Plan



2.	Housing orders	F	Y2024 Plan	l		FY2023			FY2022	
(N	(Millions of yen)		2H	Full Year	1H	2H	Full Year	1H	2H	Full Year
Ne	Year-start Backlog	139,200	137,000	-	164,300	147,200	-	185,000	186,900	-
New construction	Growth Rate	-15%	-7%	-	-11%	-21%	-	±0%	-3%	-
nstr	New Orders	205,960	220,036	425,996	191,755	201,270	393,025	203,360	194,835	398,196
uctic	Growth Rate	+7%	+9%	+8%	-6%	+3%	-1%	+1%	-2%	±0%
n •	Sales of Housing/Renovation	208,160	214,036	422,196	208,855	209,270	418,125	201,460	217,435	418,896
Rer	Growth Rate	±0%	+2%	+1%	+4%	-4%	±0%	+4%	+5%	+5%
Renovation	End-balance	137,000	143,000	-	147,200	139,200	-	186,900	164,300	-
tion	Growth Rate	-7%	+3%	-	-21%	-15%	-	-3%	-11%	-

3. Housing starts		FY2023			FY2022		FY2021
(Units)	1H	2H	Full Year	1H	2H	Full Year	Full Year
Housing starts	415,307	391,693	807,000	442,894	417,934	860,828	865,909
Privately-owned houses + Houses for sale starts (included in above) = $A$	188,227	169,060	357,000	206,691	185,762	392,453	425,403
Detached house sales by our company=B (Unit base)	4,400	4,070	8,470	4,925	4,775	9,700	9,890
Our share in Detached houses=B/A	2.3%	2.4%	2.4%	2.4%	2.6%	2.5%	2.3%

\* Of which "Housing starts", "Privately-owned houses" and "Houses for sale starts" after 2H of FY2023 are based on forecasts

4. The ratio of houses equipped with smart specifications		FY2023			FY2021		
with smart specifications	1H	2H	Full Year	1H	2H	Full Year	Full Year
Solar power generation systems installed	91%	90%	91%	88%	90%	89%	84%
Storage battery installed	87%	87%	87%	81%	85%	83%	72%
ZEH Ratio	-	-	96%	-	-	94%	89%

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\*Detached house order installation

(ZEH, solar power generation system excluding Hokkaido) 46

Group-wide		FY2	023		FY2022 1Q 2Q 3Q 4Q 99.1 102.4 97.9 97.			
■Net Sales (JPY billion)	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
HPP	96.1	104.2	106.0	106.6	99.1	102.4	97.9	97.0
Housing	121.0	143.8	126.7	138.1	115.7	144.5	129.0	148.2
UIEP	51.3	58.4	59.8	65.3	50.1	60.3	59.2	64.7
Medical	20.5	23.2	23.7	25.3	20.6	22.3	22.4	24.4

HPP		FY2	2023			FY2022				
■Net Sales by field (JPY billio	n) 1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q		
Electronics	12.6	14.8	14.2	13.7	15.7	12.9	13.1	11.6		
Mobility	48.9	55.0	57.4	57.8	43.2	49.3	48.6	50.2		
Industrial	24.3	24.9	24.1	25.4	26.7	27.1	25.2	25.4		

E	ectronics field		FY2	023			FY2	022	
■Net Sales (JPY billion)		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
	Liquid Crystal	4.7	4.9	4.8	4.5	5.8	3.7	4.1	4.2
	Non-LCD	7.9	9.8	9.5	9.3	9.9	9.2	9.0	7.3
	Non-LCD field sales ratio	62%	68%	66%	67%	63%	71%	69%	63%

Mobility field		FY2	023		FY2022				
■Net Sales (JPY billion)	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	
YoY high-performance interlayer film sales volume	98%	102%	107%	103%	98%	119%	102%	98%	

## Various Performance Data



Industria	al field		2023	 年度			2022	 年度			
■Net Sales	s (JPY billion)	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q		
La	abor-saving product	4.9	5.2	4.8	5.6	6.0	5.6	4.8	5.3		
E	Environmentally friendly product	1.7	2.1	2.0	2.2	1.9	1.9	2.1	2.1		
Housi	ing		2023	年度			2022	年度			
■Net Sale	es (JPY billion)	上	期	下:	期	上;	朝	下: [1]	朝		
н	lousing		6.7		7.9		9.5		11.2		
R	Renovation		4.0		4.2		3.6		4.3		
0	Other		2.2		2.6		1.7		2.7		
UIE	Р		2023	年度			2022年度				
-	es by field (JPY billion)	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q		
Р	Pipe Systems	25.3	29.6	30.1	29.1	25.7	29.8	29.5	28.6		
BC	Building and Infrastructures Composite Materials	18.4	20.0	20.5	19.7	17.3	20.8	20.9	20.4		
In	nfrastructure Renovation	5.5	7.0	7.2	14.1	5.0	6.9	5.9	12.7		
UIEI	Р		2023	年度			2022	年度			
■Net Sale	es (JPY billion)	٤	期	<u>ج</u>	期	上;	朝	۲	朝		
Р	Prioritized Products (Japan)		19.5		26.5		19.0		24.3		
0	Overseas		19.5		19.9		22.2		19.5		
Media	cal		2023	年度			2022	年度			
■Net Sale	es by business (JPY billion)	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q		
D	Diagnostics (Japan)	7.6	8.0	8.7	8.0	7.8	7.3	8.1	7.7		
D	Diagnostics (overseas)	9.4	10.0	11.2	12.0	8.9	10.4	10.6	11.2		
Р	Pharmaceutical Sciences	3.6	5.2	3.8	5.3	3.9	4.5	3.7	5.5		

# SEKISUI