

SEKISUI CHEMICAL CO., LTD.

Drive 2.0

—The 2nd phase for 2030—



Presentation of the FY2023-2025 Medium-term Management Plan

Keita Kato

President and CEO

May 23, 2023

Review of the Previous Medium-term Management Plan, Drive 2022 (FY2020-2022)

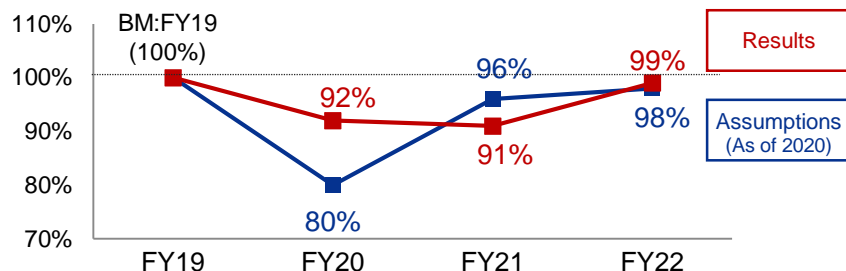
Summary of Drive 2022 Difference from Market Assumptions

COVID-19

Prolonged impact of COVID-19 lingered through to FY2022; gradual recovery from the 2Q of FY2020 with the effects projected to dissipate in the 2H under the Medium-term Management Plan (FY2020: state of emergency declaration in the 1Q)

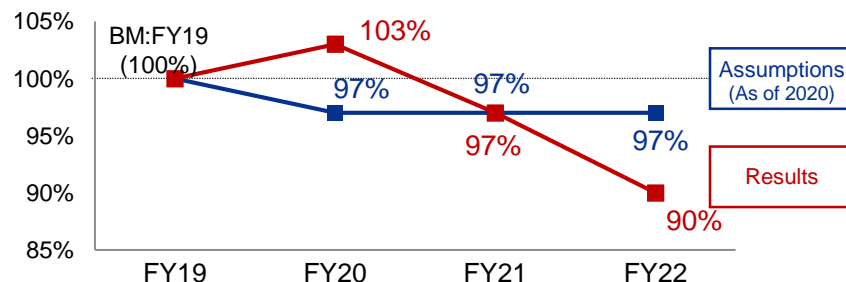
Number of Automobiles Manufactured

The impact of shortages in the supply of semiconductors eased in FY2022; market conditions recovered to levels assumed under the Medium-term Management Plan



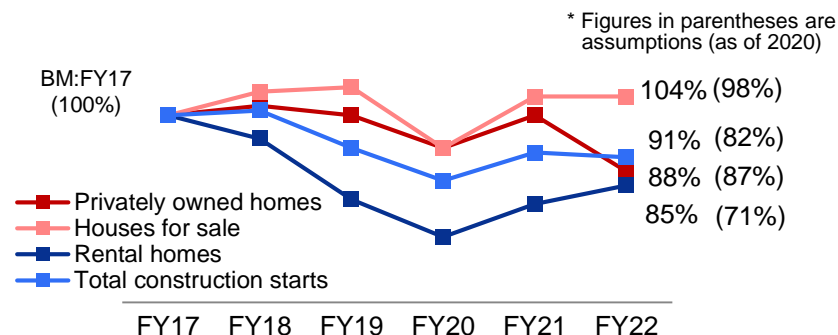
Smartphone Shipments

Shipments fell below levels assumed under the Medium-term Management Plan owing to prolonged inventory adjustments



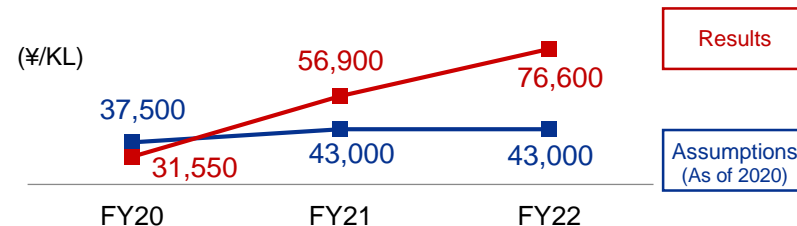
New Housing Starts (By Type)

Trends in houses for sale focusing on first time buyers were firm, exceeding assumptions under the Medium-term Management Plan

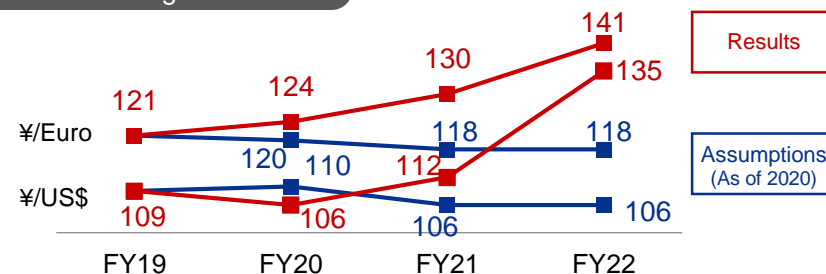


Domestic Naphtha Price

Prices substantially exceeded assumptions under the Medium-term Management Plan



Exchange Rate

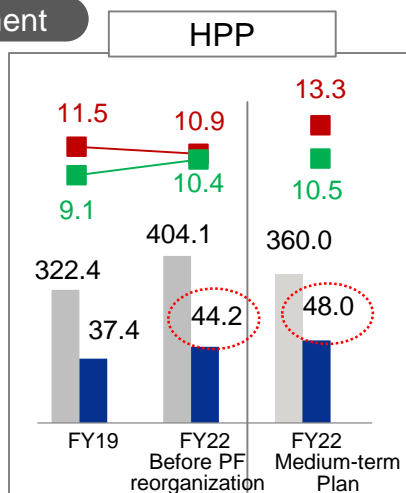


Summary of Drive 2022 (1)

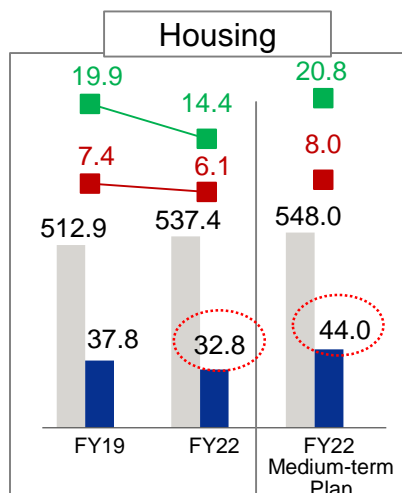
- Achieved record high net sales, net income, and EBITDA; despite a harsh business environment owing to such factors as the prolonged impact of COVID-19, undertook structural reforms while strengthening profitability to improve earning power
- ROE recovered to the 10% level; advanced ROIC management

| (JPY billion) | FY2019 results | FY2022 results | FY2022 Medium-term plan | Difference |
|---------------------------|----------------|----------------|-------------------------|------------|
| Net sales | 1,129.3 | 1,242.5 | 1,220.0 | +22.5 |
| Operating profit (margin) | 88.0 (7.8%) | 91.7 (7.4%) | 110.0 (9.0%) | -18.3 |
| Net income | 58.9 | 69.3 | 70.0 | -0.7 |
| ROIC (%) | 7.7% | 7.6% | 8.6% | -1.0% |
| ROE (%) | 9.7% | 10.0% | 10.6% | -0.6% |
| Overseas sales (ratio) | 274.7 (24%) | 375.1 (30%) | 320.0 (26%) | +55.1 |
| EBITDA | 133.2 | 142.1 | 170.0 | -27.9 |

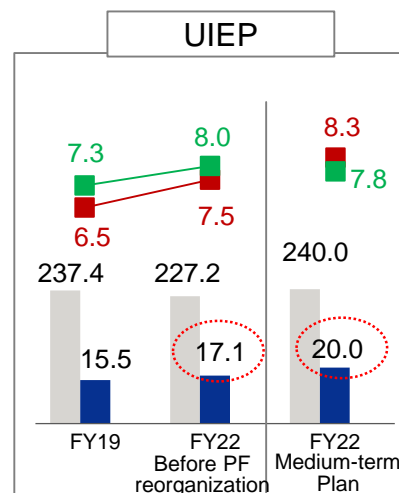
By Segment



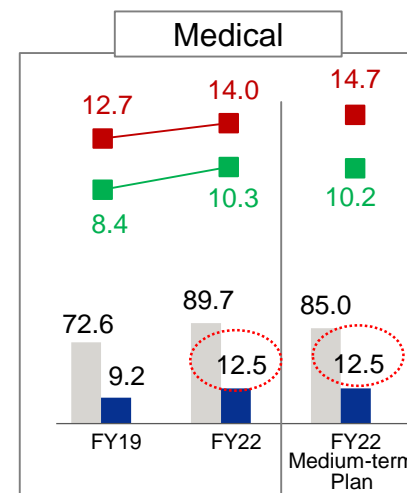
Fell short of operating profit plans due to the downturn in aircraft demand attributable to COVID-19 and deterioration in electronics market conditions



Fell short of plans due to the prolonged impact of COVID-19, sluggish housing market conditions attributable to inflation, and soaring component costs

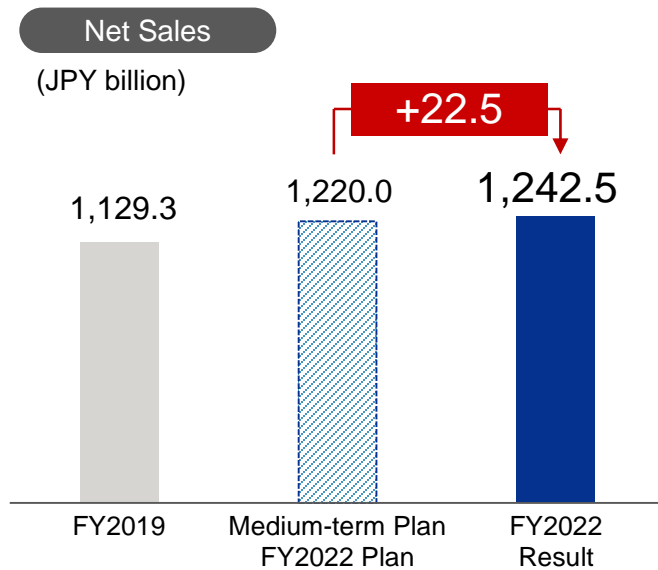


Despite falling short of profit plans due to the surge in raw material prices and sluggish demand, progress in improving selling prices; record-high profits



Achieved plans on the back of increased sales of COVID-19 diagnostics kits and growth in new pharmaceutical ingredients; record-high profits

- Achieved record-high net sales on the back of overseas sales
- Despite offsetting the higher-than-expected surge in raw material prices through improvement in selling prices, cost reduction, etc., and efforts to control fixed costs, fell short of the operating profit target set under the Medium-term Management Plan after failing to achieve sales volumes and product mix due to the drop in demand attributable to COVID-19 and slowdown in economic activity

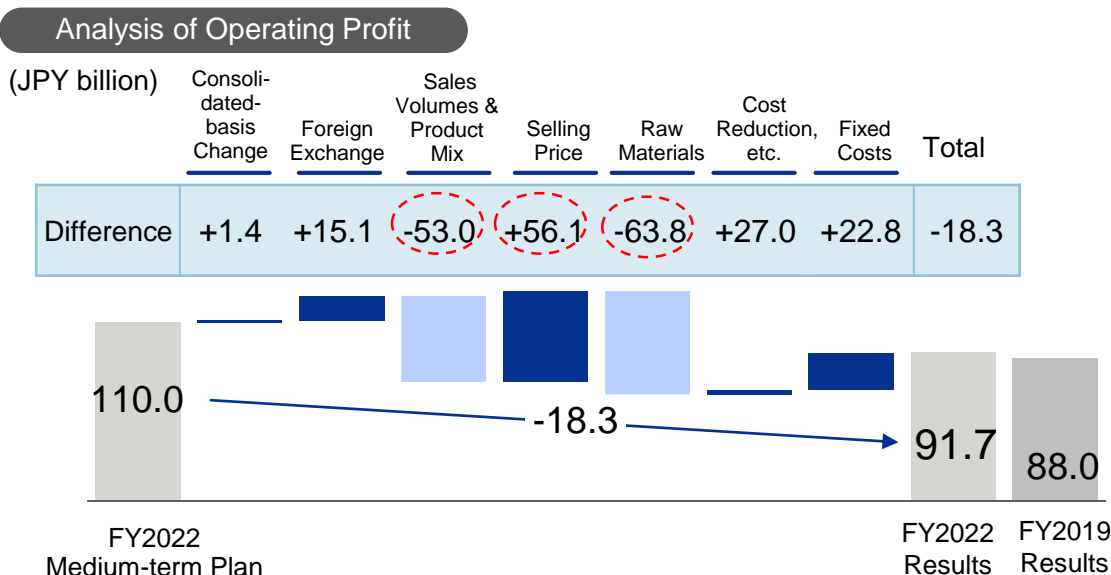


Basic Strategies

Existing Business Drive
(1) Business growth and reform

New Business Drive
(2) Preparations for long-term growth

Business Base Drive
(3) Strengthening the ESG management base



Results and Challenges

<Results> Implemented structural reforms in advance, shifted to high-value-added products, and accelerated improvements in selling prices
<Challenges> Growth investments held to certain level

<Results> Achieved progress in new business themes; secured advances in the Life Science growth strategy
<Challenges> Carryover of business contributions from M&As

<Results> Accelerated the practice of ESG management (Group-wide KPI setting and monitoring); continued to received high external evaluations
<Challenges> Yet to achieve human resources KPIs (Challenge action rate)

FY2023-2025 Medium-term Management Plan

Drive 2.0

—The 2nd phase for 2030—

Drive 2.0

—The 2nd phase for 2030—

- Management Policy -

Realizing our long-term vision through sustainable growth and accelerate strategic innovation

- Basic Strategy -

Three initiatives to enhance corporate value

Strategic Innovation

Accelerated growth

Create & acquire new business by accelerating activities

- Enter innovation areas in the “Strategic Area Map”
- Establish new business bases for the seven major themes
- Establish a new bridgehead in the life science domain (Establishment of a 4th Divisional company)

Organic Growth

Profitability

Achieve steady growth of organic businesses and refine portfolio

- Expand enhancement areas in the “Strategic Area Map”
- Strengthen portfolio management (Optimal resource allocation)
- Expand growth drivers and pursue consistent structural reforms

Products to Enhance Sustainability

Strengthening Sustainability

Reliability

Strengthen ESG management base that contributes to new management policy

- Strengthen Group-wide KPI for ESG management initiatives based on materiality
 - *Human capital: Nurture a culture of taking on challenges through active investment in human resources
 - *Environment: Address climate change, resource circulation, and water risks to conserve biodiversity
 - *DX: Strengthen global base and shift to a phase of new creation
- Strengthen corporate governance to support the corporate value creation, including the elimination of major incidents
- Respond to social demands including initiatives for Human Rights and supply chain

Key Points

Accelerate strategic innovation for long-term growth



Enter innovation areas

Ensure steady profit growth



Optimal resource allocation

Further strengthen ESG management base



Refine sustainable management capability

Main KPIs

Create and expand products that contribute to solving social issues

Sales of products to enhance sustainability: Over 1 trillion yen

Profitability

Accelerated growth

(FY22 Forecast: 900 JPY billion)

Reliability

Expand businesses that drive improvement of social sustainability and our sustainable growth

Ensure steady profit growth

Operating profit margin: Over 8%

(FY22 Results: 7.4%)

Profitability

Strengthen each business through role-based resource allocation and portfolio management

Accelerate strategic innovation

EBITDA: 175 billion yen

(FY22 Results: 142.1 JPY billion)

Accelerated growth

Maximize returns from past investments and accelerate innovation to generate future earnings

Foster a culture of taking on challenges

Challenge action rate: 60%

(FY22 Results: 47%)

Reliability

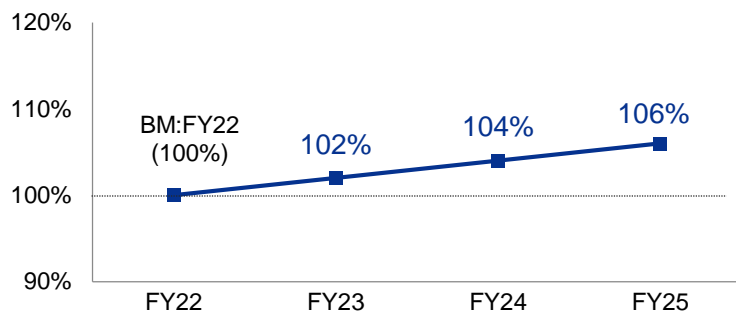
To achieve long-term vision to create an energized and engaged company where everyone wants to take on challenges

■ The global economy remains unstable and uncertain (VUCA)

*Forecast data: Company estimates

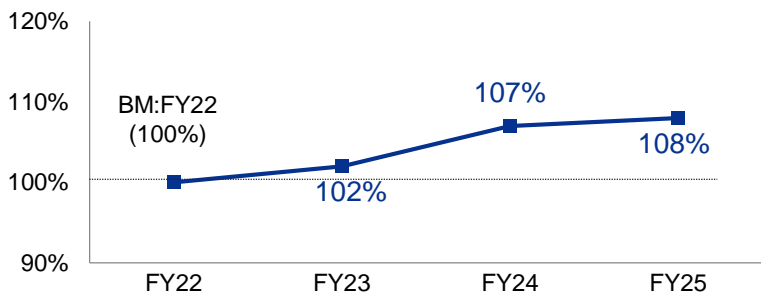
Number of Automobiles Manufactured (YoY)

Forecast moderate growth mainly in China and Europe;
Acceleration in the EV ratio (FY2022: 11% → FY2025: 25%)



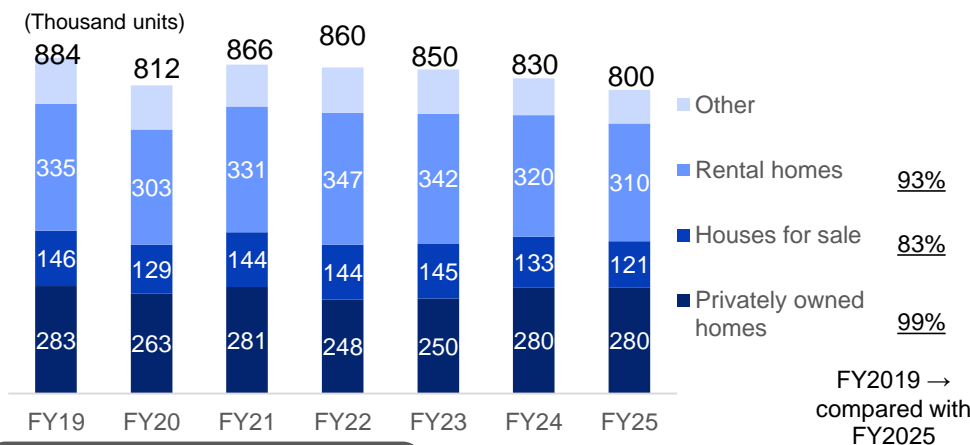
Smartphone Shipments (YoY)

Forecast moderate expansion from the 2H of FY2023; continued improvement in smartphone performance



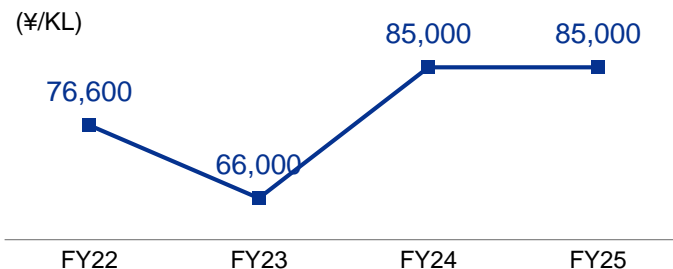
New Housing Starts (By Type)

Gradual continued decline in housing starts; the impact of declining market sentiment due to concerns surrounding inflation expected to spread to houses for sale



Domestic Naphtha Price

Naphtha price assumption: ¥85,000/KL

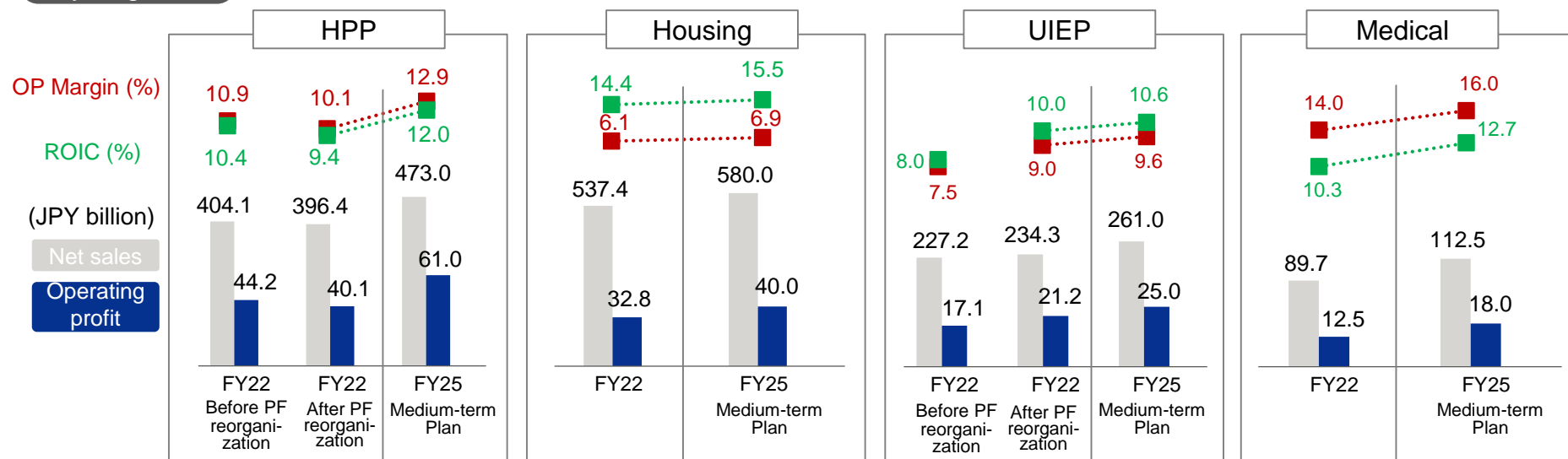


Drive 2.0 Target Values (1)

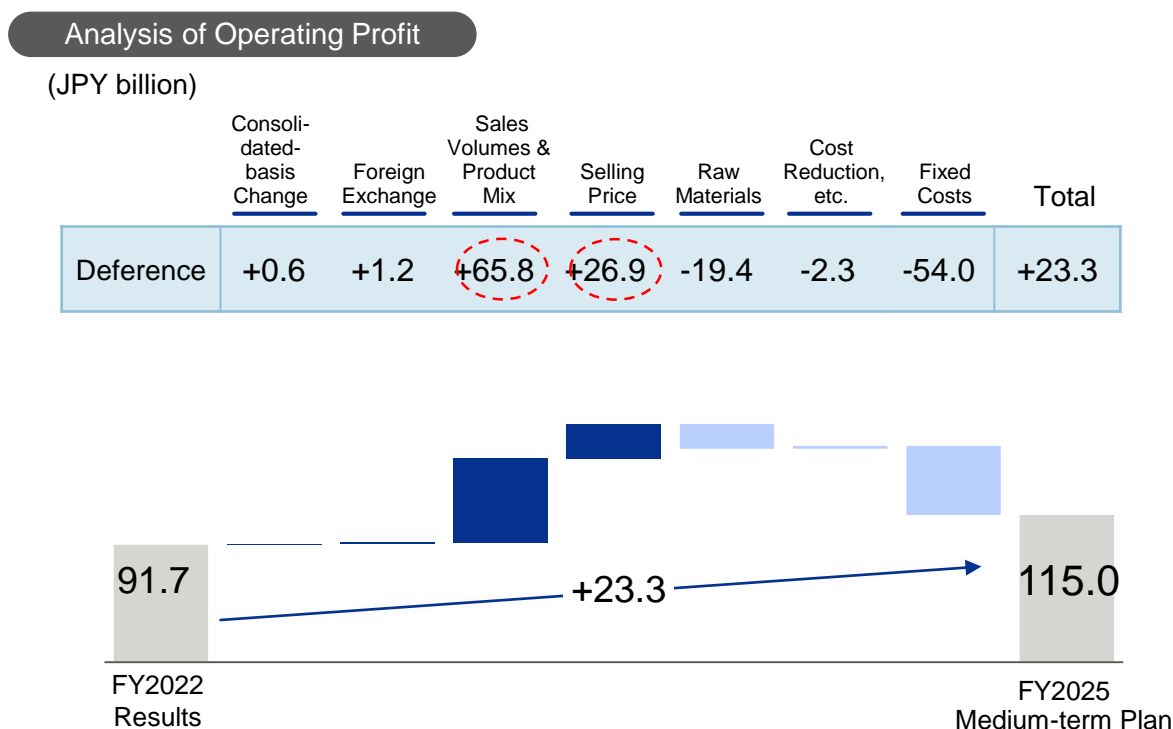
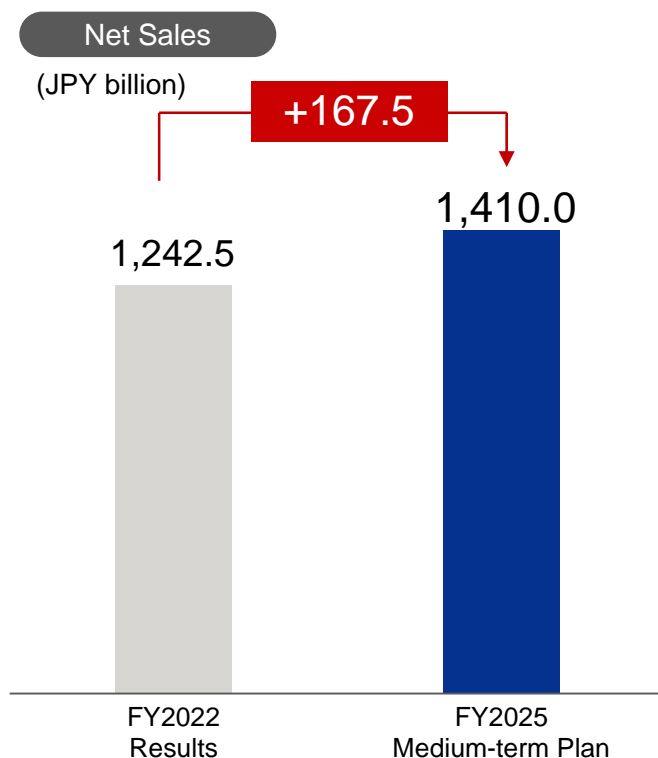
<Forex assumptions> 3Q FY2022 rate: ¥135 / \$, ¥137 / €

| (JPY billion) | FY2022 | | FY2025 * Excluding new M&As, etc. | |
|---------------------------|-------------|---------------------------------|-----------------------------------|------------------------|
| | Results | Previous Medium-term Increment* | Medium-term Plan* | Medium-term Increment* |
| Net sales | 1,242.5 | +113.2 | 1,410.0 | +167.5 |
| Operating profit (margin) | 91.7 (7.4%) | +3.7 (-0.4%) | 115.0 (8.2%) | +23.3 (+0.8%) |
| Net income | 69.3 | +10.4 | 82.0 | +12.7 |
| ROIC (%) | 7.6% | -0.1% | 8.5% | +0.9% |
| ROE (%) | 10.0% | +0.3% | 11.0% | +1.0% |
| Overseas sales (ratio) | 375.1 (30%) | +100.4 (+6%) | 480.0 (34%) | +104.9 (+4%) |
| EBITDA | 142.1 | +8.9 | 175.0 | +32.9 |

By Segment



- Substantial increase in sales volume and product mix largely on the back of high-performance product sales growth based on the assumption of a partial recovery in market conditions; also focus on securing margins; strengthen human capital investment and preparations for growth while targeting operating profit of ¥115 billion



- Expand strategic investment limits
- Allocate generated cash flows mainly to growth fields

Investment Plan and Capital Allocation (JPY billion)

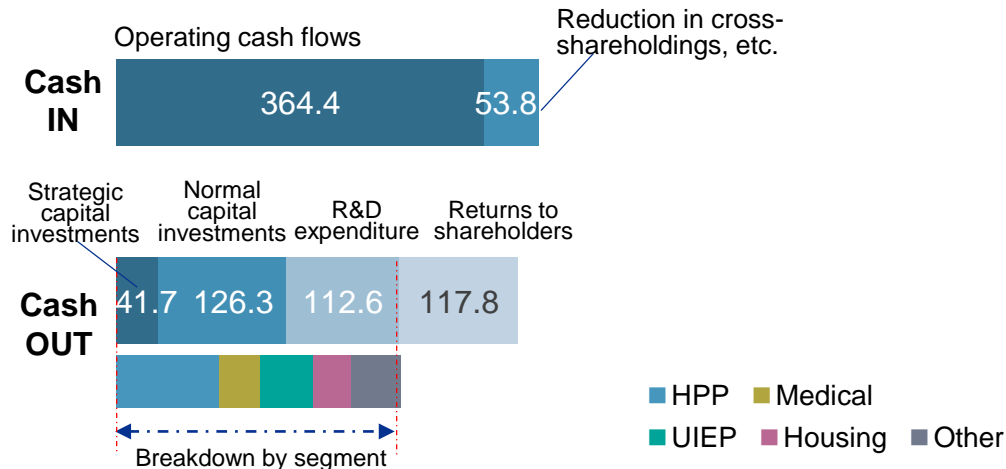
| | FY20-22 Plan | FY20-22 Results | FY23-25 Plan |
|---|--------------|-----------------|--------------|
| Strategic investments | Limit 400.0 | 41.7 | Limit 450.0 |
| M&A, etc. | Limit 300.0 | 0 | Limit 300.0 |
| Capital expenditures | 100.0 | 41.7 | 150.0 |
| ESG investment (included within strategic and normal investments) | 40.0 | 31.4 | 30.0 |
| Normal investments | 100.0 | 126.3 | 150.0 |
| Total | 500.0 | 168.0 | 600.0 |
| R&D expenditure | 130.0 | 112.6 | 140.0 |

Major strategic capital investments

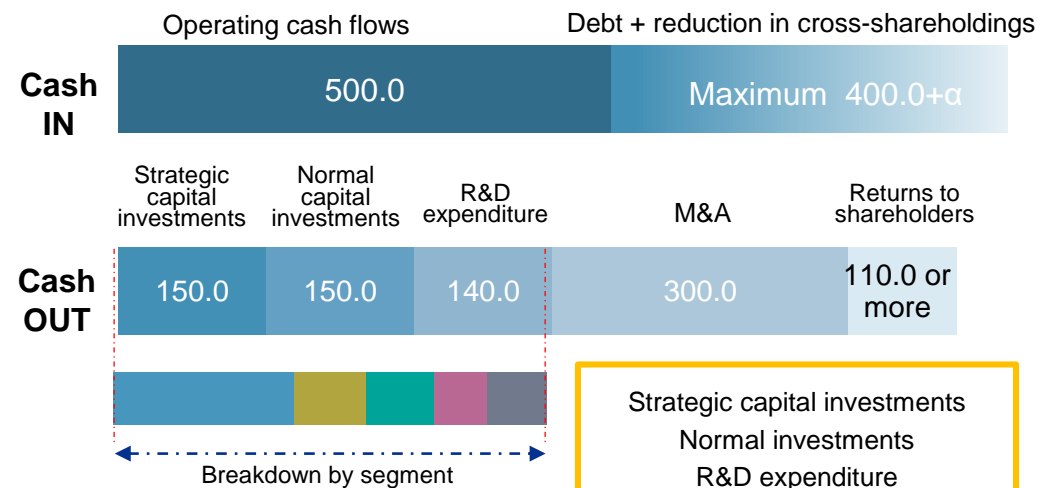
(FY2020-2022)

- Increase in heat release materials production (U.S.)
- Increase in foam material production (U.S.)
- Increase in pharmaceutical raw material production (Iwate, U.K.)
- Increase in FFU production for railway sleepers (the Netherlands)

—Drive 2022— (FY2020-2022) (JPY billion)



—Drive 2.0— (FY2023-2025) (JPY billion)



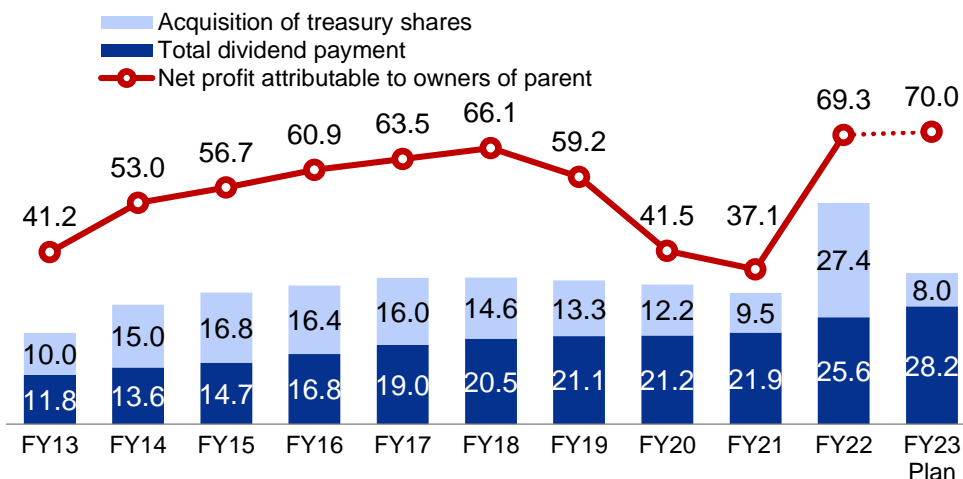
Strategic capital investments
Normal investments
R&D expenditure

More than 70% of investments in the HPP, Medical, and new businesses

Continued increase in dividends since FY2010; further strengthen returns to shareholders under the Medium-term Management Plan

Returns to Shareholders Track Record

(JPY billion)



| | Previous Medium-term Management Plan | Medium-term Management Plan |
|---------------------------------|--|---|
| Dividend payout ratio | 35% or higher | 40% or higher |
| DOE | 3% or higher | 3% or higher |
| 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 |
| Cancellation of treasury shares | Cancel newly acquired shares to the extent that total treasury shares do not exceed 5% of outstanding shares | Cancel newly acquired shares to the extent that total treasury shares do not exceed 5% of outstanding shares |

| Fiscal year | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 Plan |
|---|-------|--------|--------|-------|--------|-------|-------|-------|-------|--------|-----------|
| Net profit attributable to owners of parent per share (JPY) | 80.1 | 104.7 | 115.1 | 126.1 | 133.8 | 141.7 | 128.8 | 91.9 | 83.2 | 159.2 | 163.1 |
| Cash dividend per share (JPY) | 23 | 27 | 30 | 35 | 40 | 44 | 46 | 47 | 49 | 59 | 66 |
| Payout ratio | 28.7% | 25.8% | 26.1% | 27.7% | 29.9% | 31.0% | 35.7% | 51.1% | 58.9% | 37.0 | 40.3 |
| Acquisition of treasury shares (JPY billion) | 10.0 | 15.0 | 16.8 | 16.4 | 16.0 | 14.6 | 13.3 | 12.2 | 9.5 | 27.4 | 8.0 |
| Total return ratio* ¹ | 52.9% | 54.0% | 55.5% | 54.5% | 55.1% | 53.0% | 58.1% | 80.4% | 84.6% | 76.5% | 51.7% |
| DOE* ² | 2.7% | 2.8% | 2.8% | 3.1% | 3.3% | 3.4% | 3.5% | 3.3% | 3.3% | 3.7% | 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 | 4,000 |

*¹ Total return ratio = (Amount of treasury share acquired + Total dividends) / Net profit attributable to owners of the parent

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

Basic Strategies

Execution of Growth Strategies Based on Strategic Area Map

Strategic Area Map, a compass to achieve the Long-term Vision

→ Expand **enhancement areas** and enter **innovation areas**

- **Enhancement areas**: Areas of prioritized products to be expanded by extending from existing businesses
- **Innovation areas**: Areas where new innovations are created through fusion, etc. (Seven major promotion themes on next page)

Residential

Toward comprehensive housing construction and real estate businesses centered on production technologies

Perovskite solar cells



Biorefinery



Utilizing digital technology Healthcare Business strategy

Smart city strategy

Evolution of town and community



- Overseas (new markets)
- Elimination of dependence on fossil resources; resource circulation

Total lifestyle proposal



Digital utilization

Total housing proposal



Advanced Lifeline

Toward growth businesses that build a sustainable social infrastructure globally

Water use / Recycling

Healthcare



Smart city strategy

i-Construction



New materials / Sensing

DX support for construction and civil engineering

Facility piping of all-plastic

Intensified disaster response products

Town and community development

Real estate

SEKISUI HEIM

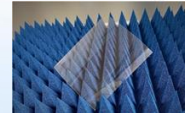
Housing construction business
Real estate business
Frontier

Piping/Systems
Housing/Infrastructure
Composite Materials
Infrastructure/Renewal

Innovative Mobility

Toward high-value-added businesses that evolve lifestyles

Next-generation communication components



Lightweight, high-strength materials



Sensing system



High-performance interlayer film

Heat release materials

Semiconductor components

Next generation display components

Environmentally friendly materials

Labor saving

Mobility field
Electronics field
Industrial field

- Overseas (new markets)
- Elimination of dependence on fossil resources; resource circulation

Life Science

Toward the 4th Divisional company supports a healthy, longevity society on a global scale

Data utilization



Utilizing digital technology Healthcare Business strategy

Digital health



Medical devices

Pharmaceutical new modalities



Cell culture



API CDMO

POCT (simple rapid test)

Diagnostics field
Pharmaceutical sciences field
Synergy new business area



Prominence in Technology

Enter innovation areas

Expand enhancement areas

Strategy of each domain and business segments

Expand enhancement areas

Enter innovation areas

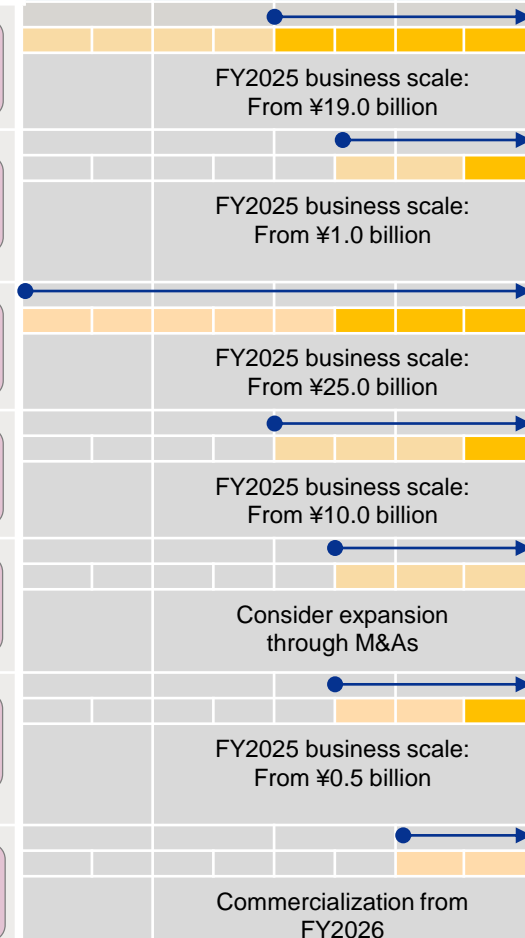
- Seven major themes: Progress in commercialization through core technologies and fusion (internal/external collaboration, M&A); aim for the early establishment of a new business platform and contributions to business results

■ Innovative Mobility ■ Life Science ■ Advanced Lifeline ■ Residential ■ Innovation areas

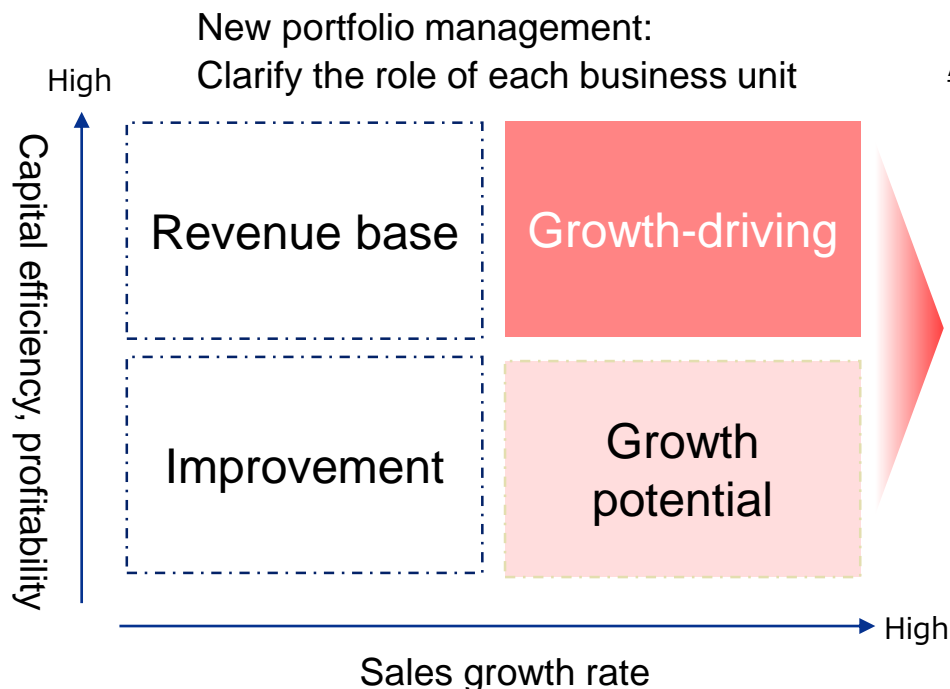
Begin realizing benefits

Realize benefits in earnest

| Growth potential businesses | Key themes | Core technologies | Investment benefit realization schedule | | | |
|--|---|---|---|------|------|-------|
| | | | 2023 | 2024 | 2025 | 2026~ |
| ■ Entry into aeronautical fields | <ul style="list-style-type: none"> Development of new applications Entry into the air mobility market | molding technology | | | | |
| ■ Next-generation communication components | <ul style="list-style-type: none"> Collaboration with telecommunications companies Development of radio wave environment business | Film processing technology | | | | |
| ■ Smart city strategy | <ul style="list-style-type: none"> Fusion of town and community development as well as AI digital technologies | Advanced housing, town and community development | | | | |
| ■ Overseas development of infrastructure materials | <ul style="list-style-type: none"> Strengthening of overseas marketing | Infrastructure materials | | | | |
| ■ New area of pharmaceutical CDMO | <ul style="list-style-type: none"> Conversion of base CMO business to CDMO with new modality support | Synthesis of low molecular compounds, microbial cultivation | | | | |
| ■ Perovskite solar cells | <ul style="list-style-type: none"> Development of 1 m width production technology Promotion of demonstration through external collaboration | Sealing, deposition, processing technology, etc. | | | | |
| ■ Biorefinery | <ul style="list-style-type: none"> Promotion of demonstration through external collaboration Establishment of resource circulation model | Microbial catalyst technology | | | | |



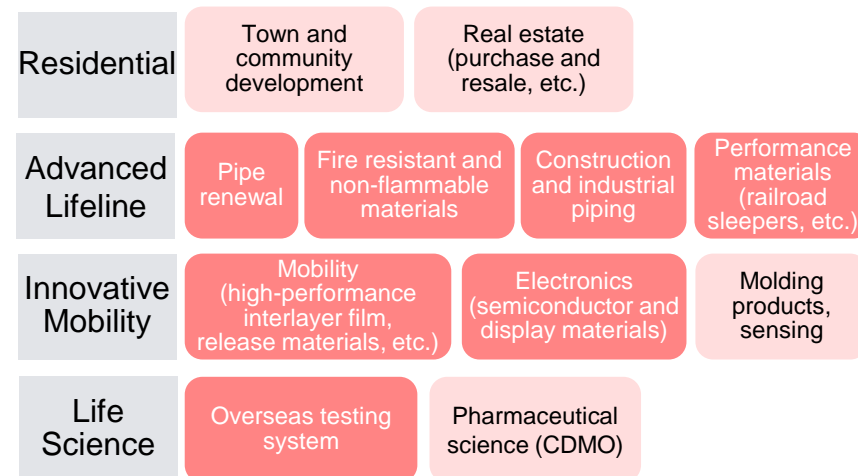
- Strengthen business portfolio management. accelerate existing business growth driver expansion
- Allocate management resources to growth-driving and growth potential businesses on a priority basis



Active Investment Businesses

Growth driving

Growth potential



- Analyze and evaluate existing businesses from multiple perspectives
 - Profitability (OPI margin), capital efficiency (ROIC), growth potential (sales growth rate)
 - Strategic positioning, position in the industry, future prospects, competitiveness from an ESG perspective
- Clarify the role of each business → Appropriately allocate management resources

Achieve more than 90% of incremental profit (EBITDA) from growth-driving and growth potential businesses

- Identify issues of high importance to stakeholders and the Group's management.
- Move toward initiatives that will further contribute to sustainable Group-wide growth by further strengthening ESG management

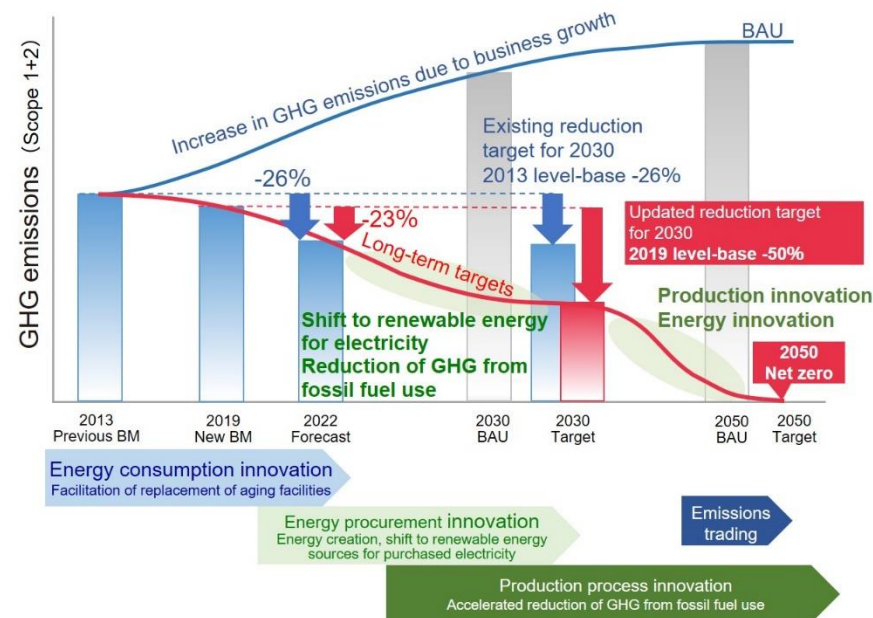
| Key issues | The Medium-term Plan policy | Proactive approach |
|------------------------------------|---|---|
| Products to enhance sustainability | <ul style="list-style-type: none"> • Achieve sales growth through each Company and business expansion strategy • Create and expand products that solve issues by utilizing support programs and taskforce | Expand sales of products that drive improvement of social sustainability and our sustainable growth Products to enhance sustainability Net sales <Of which Premium Framework> FY22 Forecasts: 900.0 bil yen <440 bil. yen> FY25 Targets :Over 1 trillion yen <540 bil. yen> |
| Internal control | Safety, quality, accounting, legal/ethical, information management <ul style="list-style-type: none"> • Improve risk foresight and prediction ability • Strengthening the organizational self-purification ability (culture, and people) | Reduce and control operational risks to support business risk-taking |
| DX | <ul style="list-style-type: none"> • Innovate global management base • Accelerate DX in core areas • Secure human resources for DX promotion | Secure and develop human resources for DX to drive business transformation leveraging digital technology |
| Environment | <ul style="list-style-type: none"> • Contribute to solve climate change issues • Promote resource recycling • Minimize water risk and maintain water resources | Focus on creating carbon-free and low-carbon products as well as products for raw material conversion by viewing environmental issues as opportunities |
| Human capital | <ul style="list-style-type: none"> • Realize assignment the right person to the right • Foster a culture of taking on challenges • Promote diversity | Strategically reinforce business leaders and specialized human resources (for technology and DX) to drive growth |

Environmental initiatives—2050 Earth with preserved biodiversity

| | | |
|-----------------|--------------------|---|
| Key initiatives | Climate change | Reduce fuel-derived GHG emissions; accelerate the conversion of purchased electricity to renewable energy GHG emission reduction rate (vs FY19) : FY22 Forecast -27%, FY25 target -33%, FY30 target -50% (SBT certification reacquired for the 1.5°C target) |
| | Resource recycling | Improve material recycling rate of waste plastic Promote resource conversion of raw material Material recycling rate (in Japan): FY22 Forecast 59%, FY25 target 65% |
| | Water risks | Reduce water withdrawal and COD emissions Minimize business impact |

Total investment amount to 2030
40 billion yen

Roadmap to reducing GHG emissions



Invest in human capital—Re-skilling/re-learning and career expansion of employees; returns to employees: 12 billion yen to 2025

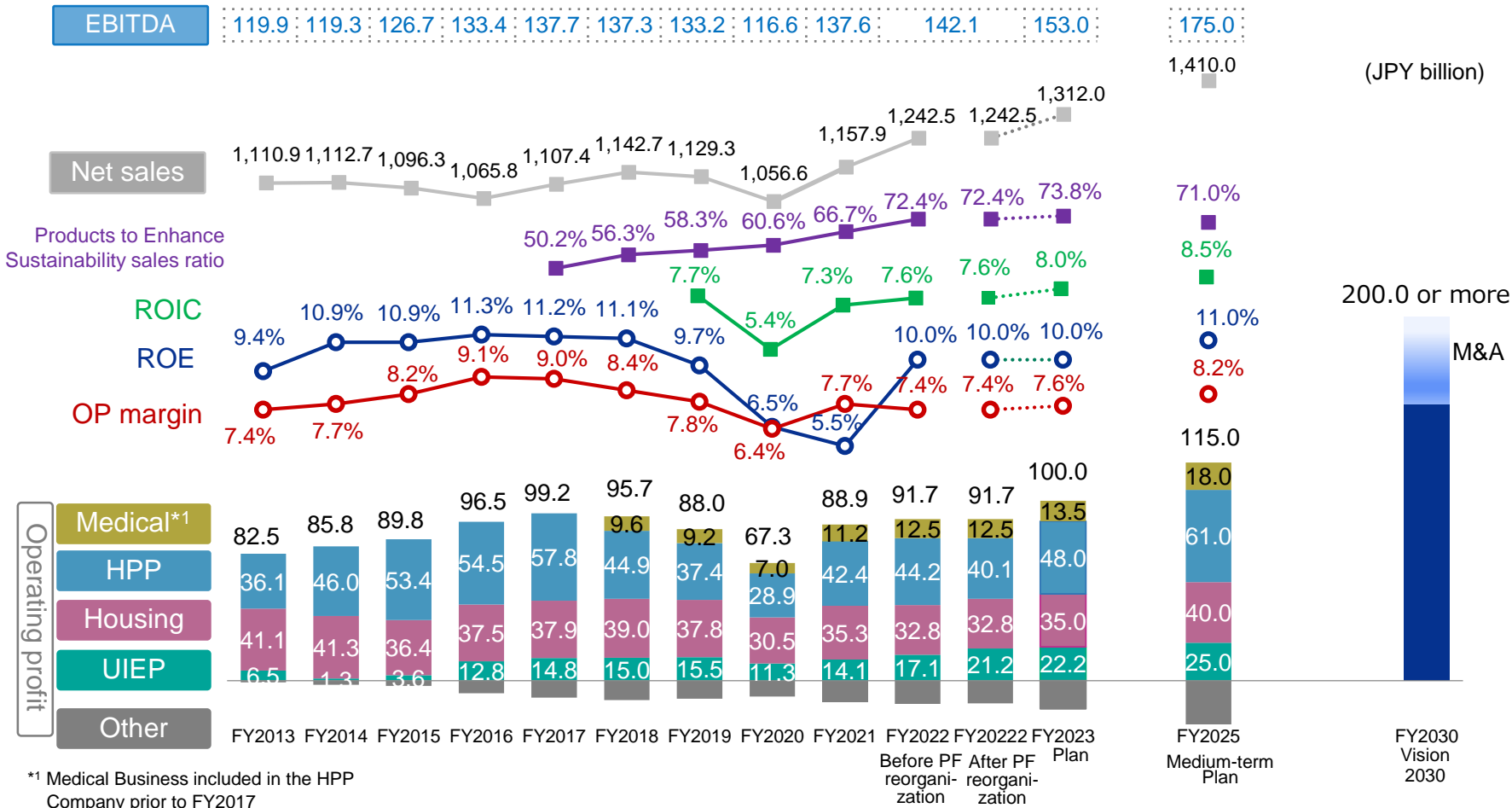
| | |
|-----------------|---|
| Policy | To achieve long-term vision to create an energized and engaged company where everyone wants to take on challenges, we will foster talents that can adapt to business growth and assign the right talent in the right position |
| Key initiatives | <ul style="list-style-type: none"> (1) Discovery and promotion of best employees <ul style="list-style-type: none"> Realize nomination and selection of successors Visualize internal careers (2) Acquisition and retention of diverse talents <ul style="list-style-type: none"> Establish a base that can accommodate diverse human resources Maintain and revitalize employees (3) Nurture employees who take on challenges to support the business <ul style="list-style-type: none"> Develop the next generation of leaders |

Human Rights Initiatives

| | |
|-----------------|--|
| Policy | Position respect for the human rights of all those people affected by the Group's business as an essential prerequisite for realizing our Long-term Vision |
| Key initiatives | <ul style="list-style-type: none"> (1) Foster and instill a culture of respect for human rights; (2) Implement human rights due diligence and mitigate risks; and (3) Implement a grievance mechanism |

Consolidated Performance Trends

Further strengthen earning power; accelerate growth



External environment

04/2014
Consumption tax raised from 5% to 8%

03/2018
Emerging concerns toward global trade friction

10/2019
Consumption tax raised from 8% to 10%

02/2020~
Spread of COVID-19

02/2022~
Russia: Incursion into Ukraine

| Forex rate*2 | FY2013 | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2025 |
|--------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| 1 USD | 100 JPY | 110 JPY | 120 JPY | 108 JPY | 111 JPY | 111 JPY | 109 JPY | 106 JPY | 112 JPY | 137 JPY | 133 JPY | 135 JPY |

*2 Avg. rate for each term

*3 Assumption from FY2023

High Performance Plastics Company

Ikusuke Shimizu

Company President

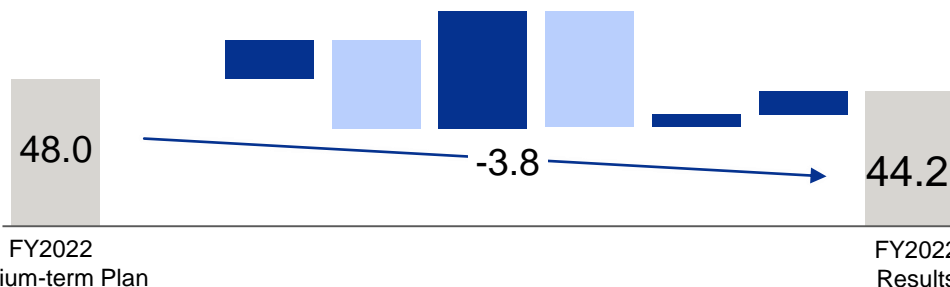
- Promoted efforts to strengthen earnings power through cost innovations throughout the supply chain and improving the profitability of SEKISUI AEROSPACE CORPORATION and other operations; despite offsetting the surge in raw material prices through improvements in selling prices, fell short of operating profit plans due to the substantial impact of the slump in electronics and other global market conditions

Divisional Company and Three Strategic Field Net Sales (JPY billion)

| | FY19 Results | FY22 Results | FY19→FY22 Difference | FY22 Medium-term Plan | Difference from the Medium-term Plan |
|-----------------------------|--------------|--------------|----------------------|-----------------------|--------------------------------------|
| Total HPP Company | 322.4 | 404.1 | +81.7 | 360.0 | +44.1 |
| Electronics | 57.2 | 61.3 | +4.1 | 66.7 | -5.4 |
| Mobility | 113.8 | 156.2 | +42.4 | 130.4 | +25.8 |
| Building and Infrastructure | 68.4 | 88.4 | +20.0 | 78.4 | +10.0 |

Analysis of Operating Profit (JPY billion)

| | Consolidated-basis Change | Foreign Exchange | Sales Volumes & Product Mix | Selling Price | Raw Materials | Cost Reduction, etc. | Fixed Costs | Total |
|------------|---------------------------|------------------|-----------------------------|---------------|---------------|----------------------|-------------|-------|
| Difference | 0 | +12.7 | -29.0 | +38.4 | -37.6 | +4.1 | +7.5 | -3.8 |



Priority Implementation Measures

| Item | Measures |
|--------------------|--|
| Growth investments | <p>Strategic capital investments (25.3 JPY billion)</p> <ul style="list-style-type: none"> Boost foam material production capacity (U.S.) Expand the heat release material business (U.S.) Binder resins for MLCCs Boost production capacity (Japan) <p>M&A (-JPY billion)</p> <p>-</p> |
| Structural reforms | <ul style="list-style-type: none"> Drastic review of underperforming businesses and reorganization of bases Rationalization of SEKISUI AEROSPACE CORPORATION production; reform of the product portfolio |

Results and Challenges

<Results>

- Offset the impact of a surge in raw material prices through improvements in selling prices and such measures as cost reduction
- Improved costs through a variety of factors, including innovation throughout the supply chain and the structural reform of businesses
- Promoted sales growth of mainly high-performance interlayer films for HUD use
- Reduced GHG emissions by 21% compared with FY2019

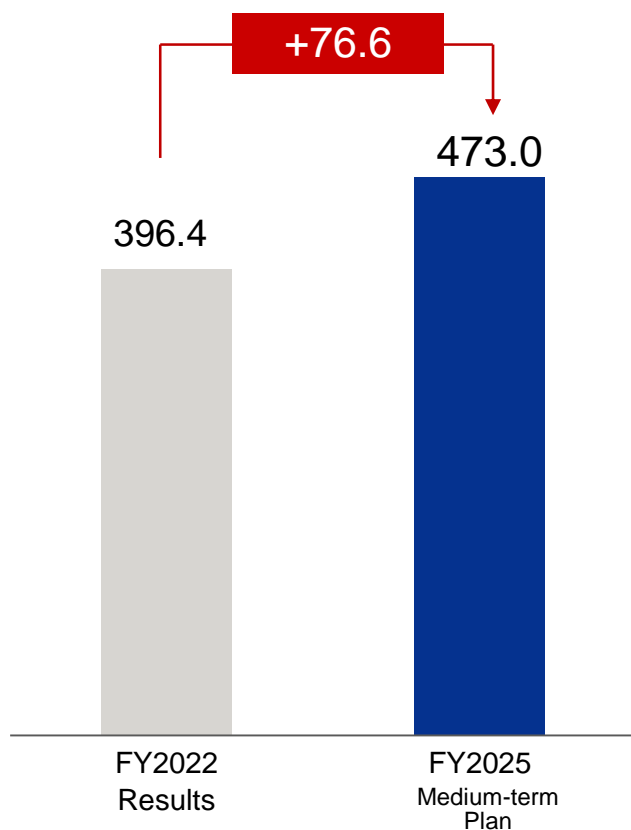
<Challenges>

- Delay in sales growth in the three strategic fields

- Despite an upswing in fixed costs due to preparations for growth and increased investment in human capital, plans for substantial increases in sales and operating profit through increases in the sales volume and product mix and successful efforts to secure margins through expansion in the three new strategic fields

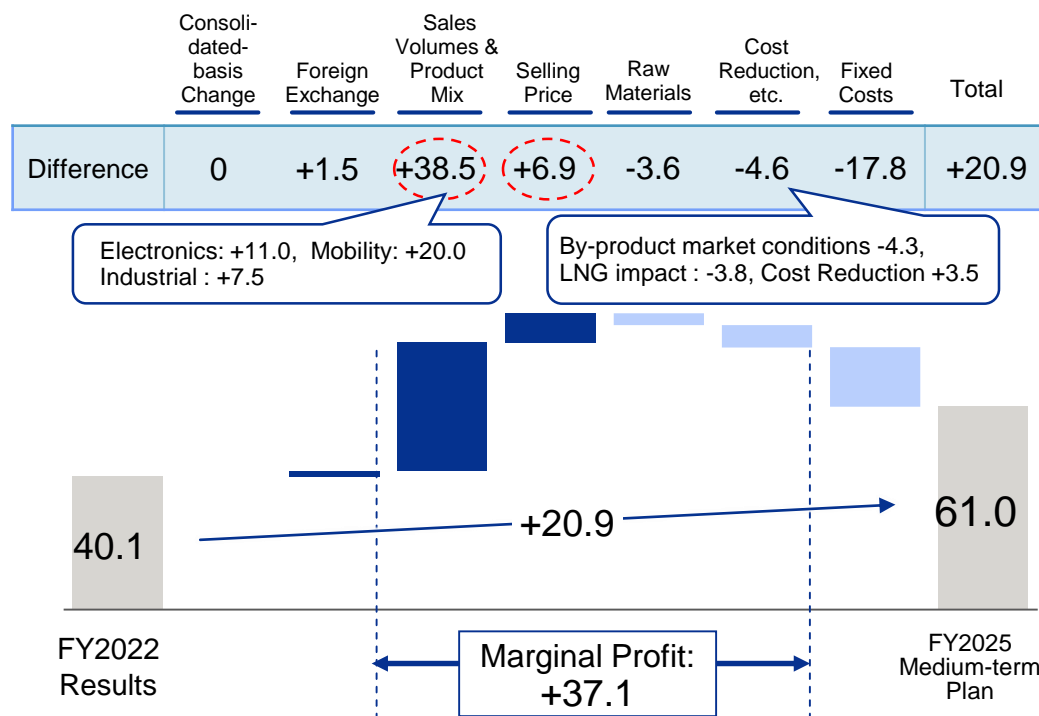
Net Sales

(JPY billion)



Analysis of Operating Profit

(JPY billion)



Three New Strategic Fields Sales and KPIs

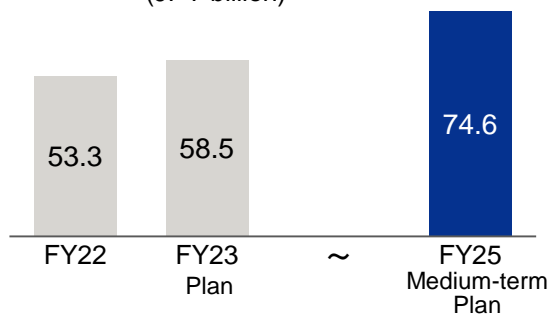
Electronics

Electronics
(semiconductor and display materials)

■ Focus on expanding sales in the non-LCD field

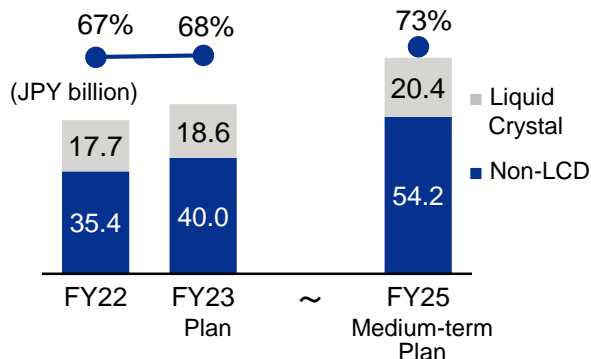
- Semiconductors / electronic parts: Tapes for semiconductor processing use, binder resins for MLCCs, Build-up (BU) dielectric film sales growth
- Exterior parts / mechanism components: Bio product sales growth
- Next-generation displays: OLED-related sales growth

Net sales (JPY billion)



KPI: Focus on the non-LCD field

Non-LCD field sales ratio



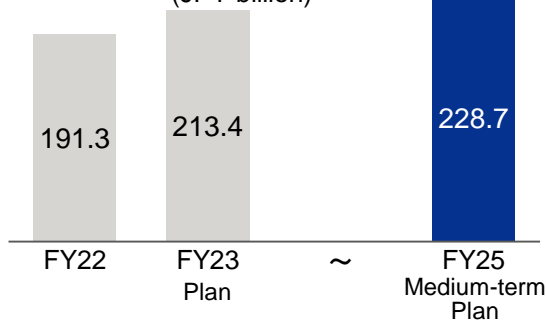
Mobility

Mobility
(high-performance interlayer film, release materials, etc.)

■ Drive growth on the back of efforts aimed at expanding high-value-added product sales, increased aircraft-related demand, and improvements in SEKISUI AEROSPACE CORPORATION profitability

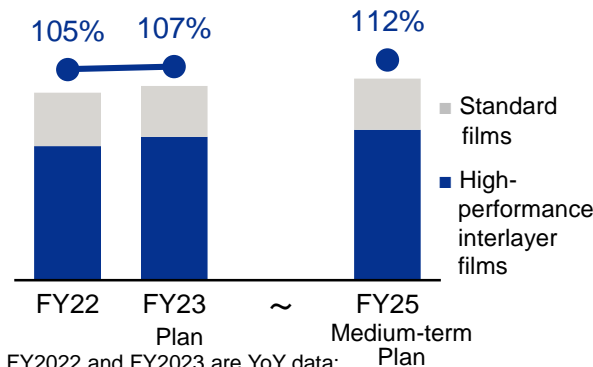
- Interlayer films: HUD-use / thermal- / and design-related sales growth
- Heat release materials: Accelerated EV-related sales growth mainly in Europe and the U.S.
- SEKISUI AEROSPACE CORPORATION: Return to profit in FY2024

Net sales (JPY billion)



KPI: High-performance interlayer film sales growth

YoY percentage sales growth in high-performance interlayer film sales volume



* FY2022 and FY2023 are YoY data; FY2025 is compared with FY2022

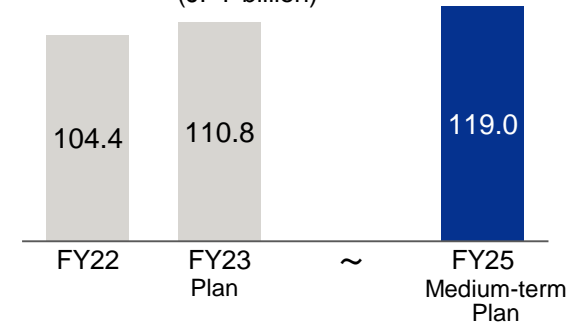
Industrial

Molding products, sensing

■ Strengthen the earnings base

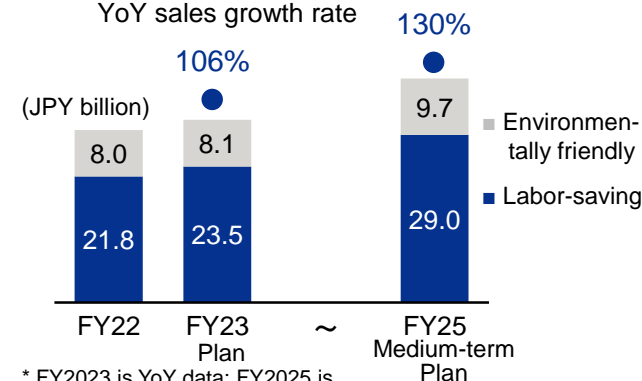
- Labor-saving, environmentally friendly product growth
- Molded products: Clean container (environmentally conscious) sales growth
- Sensing devices: Expansion into nursing care and clinical fields
- Efforts to strengthen the profitability of general products

Net sales (JPY billion)



KPI: Labor-saving, environmentally friendly product sales growth

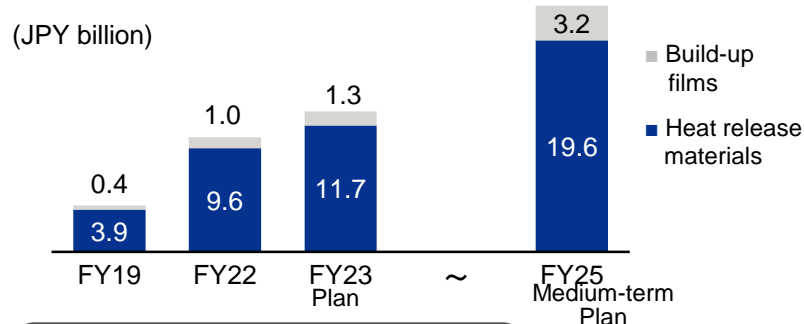
YoY sales growth rate



* FY2023 is YoY data; FY2025 is compared with FY2022

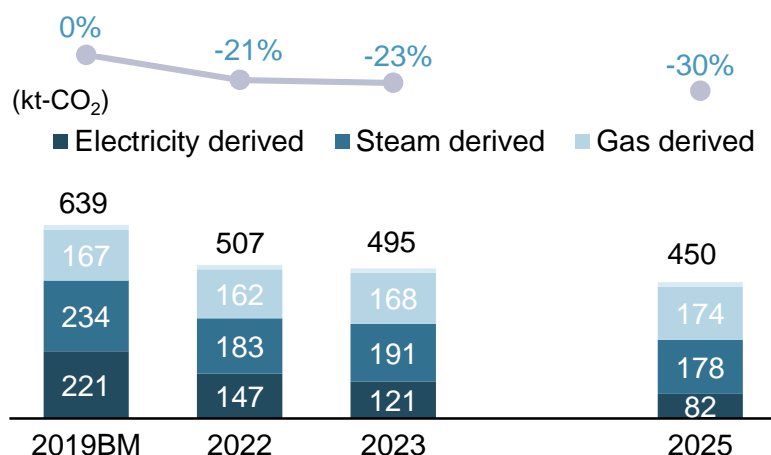
Prioritized Product Sales Growth

- Heat release materials: Aim to double sales (+10 billion yen compared with FY2022) by steadily capturing global EV demand
- BU films: Aim to increase sales and secure full-scale commercialization through high transmission performance



Status of GHG Reduction

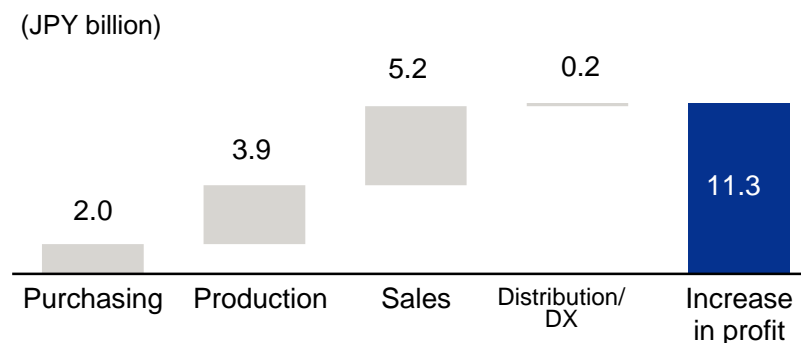
- Began considering measures to reduce heat-derived GHGs, progress toward a 50% reduction by 2030 in line with plans



Supply Chain Cost Innovation Part 2

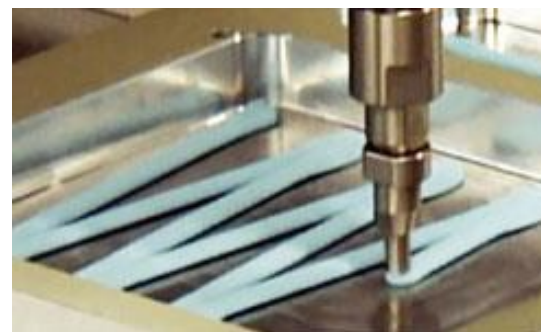
- Generation a profit of 11.3 billion yen (compared with FY2022) through cost innovations throughout the entire supply chain

<FY2022 results compared with FY2025>



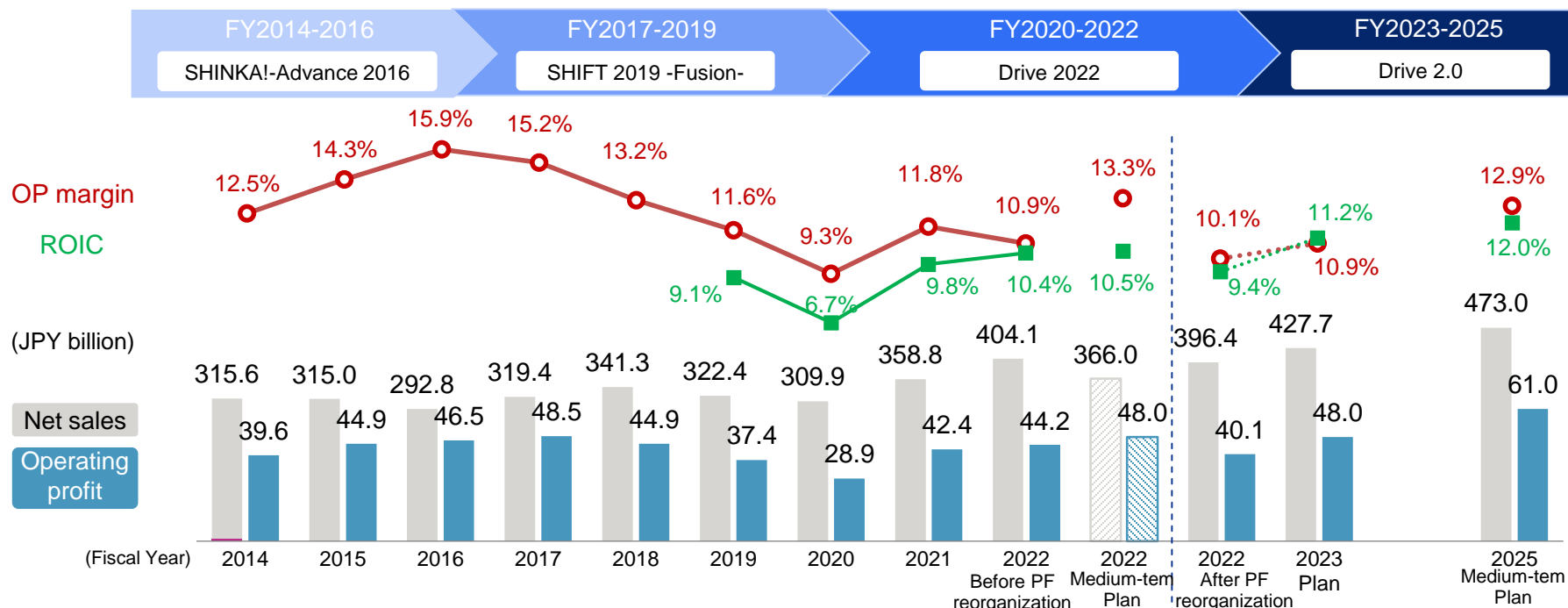
<Prioritized Product: Heat Release Materials >

- Heat release materials that contribute to longer battery life in response to requirements following the shift to EVs; high thermal conductivity and low outgassing performance



- Drive Group-wide growth as a highly profitable divisional company by expanding in the three strategic fields, centered on Mobility, and continuing to strengthen profitability

Performance Trends



| | | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2025 |
|------------|-------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Forex rate | 1 USD | 110 JPY | 120 JPY | 108 JPY | 113 JPY | 111 JPY | 109 JPY | 106 JPY | 112 JPY | 115 JPY | 133 JPY | 135 JPY |
| | 1 EUR | 139 JPY | 133 JPY | 119 JPY | 121 JPY | 128 JPY | 121 JPY | 124 JPY | 130 JPY | 131 JPY | 142 JPY | 137 JPY |

Main M&As and Strategic Investments

09/2017 Polymatech Japan

12/2017 SoflanWiz

06/2015 Started operations at the Thai CPVC factory

12/2017 Started operations at a new interlayer film production line (Mexico)

04/2018 Operations commence at a new automotive exterior parts plant in Japan

2H 2019 SEKISUI AEROSPACE CORPORATION

2018-2019 Start of operations at new foam plants in Thailand and China

2H FY2020 Start of operations at a new interlayer production line (Europe)

05/2023 Decision made to increase Production capacity of polyvinyl acetal resin

2H FY2023 Start of operations at a new heat release materials plant in North America

FY2024 Start of operations at a new foam production line in North America

* Assumption from FY2023

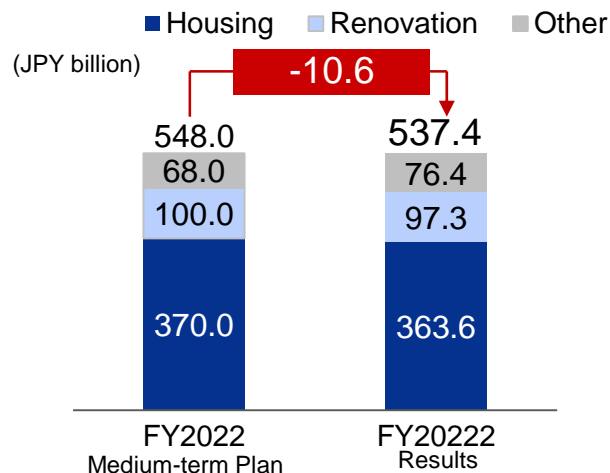
Housing Company

Toshiyuki Kamiyoshi
Company President

Summary of Drive 2022 (FY2020-2022)

- Achieved sales plans in overall terms owing to growth in the Subdivision and Ready-built Housing, Real Estate, and Town and Community Development businesses despite rapid changes in the market environment
- Operating profit fell substantially below plans owing to a decline in the number of houses sold and the impact of soaring raw material prices

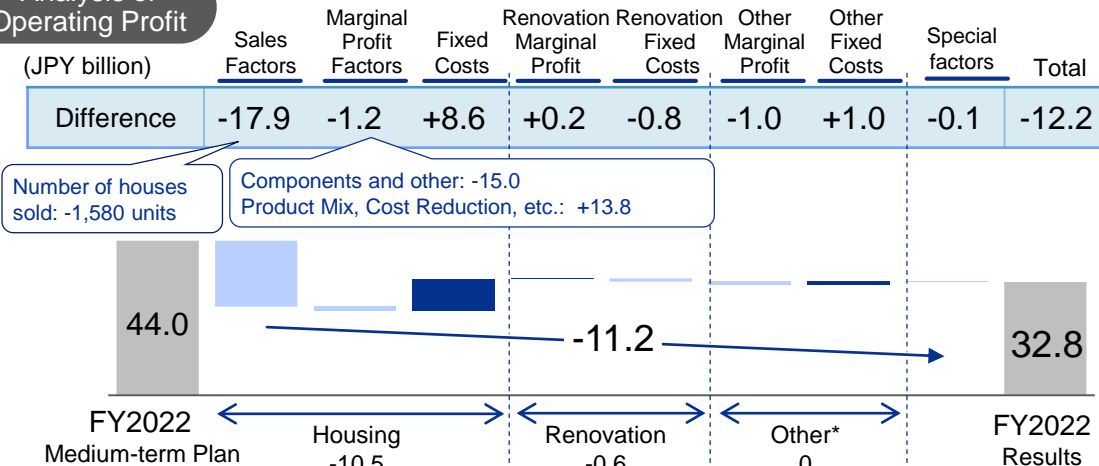
Net Sales



Basic Strategies

| | |
|---------|--|
| Housing | <ul style="list-style-type: none"> Three growth strategies <ul style="list-style-type: none"> Strengthen the Subdivision and Ready-built Housing businesses to capture a share of volume zone markets Strengthen smart and resilience functions |
| | <ul style="list-style-type: none"> Fortify the business structure <ul style="list-style-type: none"> Realize the effects of production company integration / promote the leveling out of sales and production Realize low-cost operations for ready-built houses |
| Stock | <ul style="list-style-type: none"> Renovation: Strengthen contact with customers, expand sales of smart products Real Estate: Increase the number of dwelling units under management, Expand apartment renovation orders, Promote purchase and resale branding |
| Other | <ul style="list-style-type: none"> Town and Community Development: Establish businesses Residential Service/Overseas: Restructure the business base |

Analysis of Operating Profit



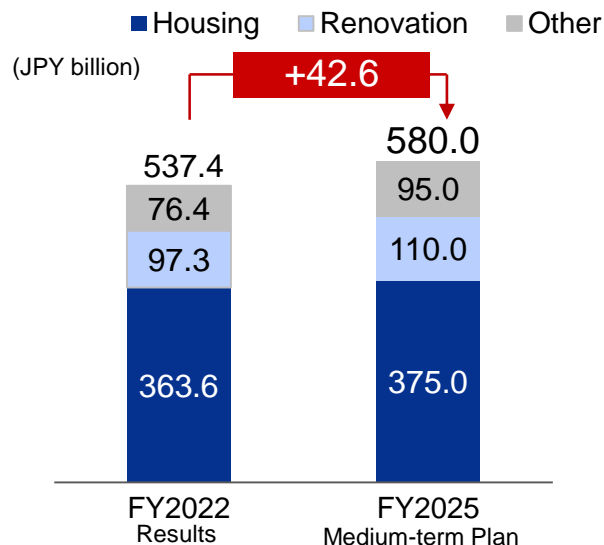
Results and Challenges

| | |
|------------|--|
| Results | <ul style="list-style-type: none"> Subdivision housing order ratio 29% (+6%) ZEH ratio 94% (+16%), solar (PV) ratio 89% (+12%), storage battery ratio 83% (+31%) Promote and solidify efforts to attract customers and negotiations using online tools Detached housing market share in Japan 2.5% (+0.1%) * SEKISUI CHEMICAL estimate |
| Challenges | <ul style="list-style-type: none"> Decrease in the number of houses sold against the backdrop of COVID-19 and high inflation (-550) Decrease in profitability <p>* Data in parentheses vs. FY2019</p> |
| Results | <ul style="list-style-type: none"> Increase in renovation for Heim owner orders per sales staff, improvement in the gross profit margin Launched and established the purchase and resale BeHeim brand |
| Challenges | <ul style="list-style-type: none"> Failure to achieve plans owing to a lack of growth speed |
| Results | <ul style="list-style-type: none"> Achieved Town and Community Development Business growth in excess of plans; progress in diversifying procurement and schemes |
| Challenges | <ul style="list-style-type: none"> Weak Residential Services and Overseas businesses owing to the impact of COVID-19 |

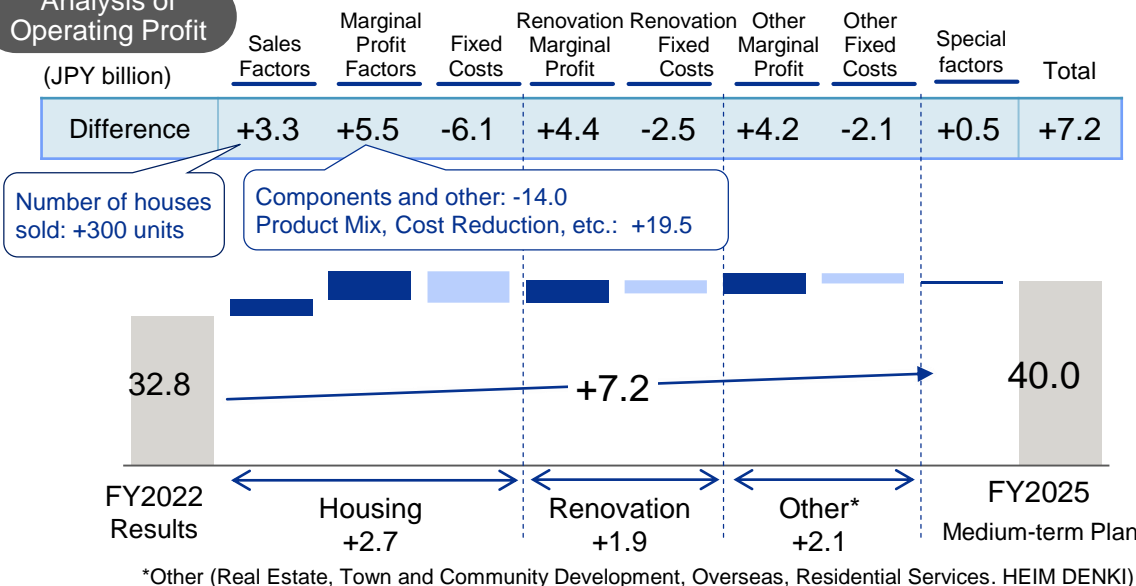
Drive 2.0 (FY2023-2025) Targets

- Focus on improving Housing Business profitability; push forward divisional company expansion through each of the Renovation, Real Estate, and Town and Community Development businesses; focus on strengthening the portfolio by deepening efforts in core domains and leaping forward in and exploring frontier domains in each business

Net Sales



Analysis of Operating Profit



*Operating profit only, excluding the impact of special factors (including newly consolidated companies)

| | FY2022 | | FY2025 | | Difference | | | Business portfolio | |
|--------------------------------|-----------|------------------|-----------|------------------|------------|------|------------------|------------------------------|--|
| | Net sales | Operating profit | Net sales | Operating profit | Net sales | CAGR | Operating profit | Core | Frontier |
| Housing | 363.6 | 20.7 | 375.0 | 23.3 | +11.4 | 101% | +2.7 | Contract | Subdivision/Ready-built houses |
| Stock (Renovation) | 97.3 | 7.9 | 110.0 | 9.8 | +12.7 | 104% | +1.9 | For Heim owners | For non-Heim owners |
| Stock (Real Estate) | 52.5 | 3.3 | 63.0 | 4.4 | +10.5 | 106% | +1.1 | Rental Management, Brokerage | Purchase and resale of Heim/Asset utilization etc. |
| Town and Community Development | 12.7 | 0.9 | 20.0 | 1.3 | +7.3 | 116% | +0.4 | - | All |

Initiatives by Business (Housing and Other)

- Focus on expanding subdivision and ready-built housing sales and raising product competitiveness to increase the number of houses sold (+300 vs. FY2022)
- Optimize long-term business and production systems and work to improve profitability against the backdrop of the forecast accelerated pace of market maturity

| Measure ① Further Strengthen the Three Growth Strategies | | Measure ② Improve Profitability |
|--|---|--|
| Core | <div>●Product Strategy</div> <div><div>• Evolve Smart House No.1 Strategy Further strengthen smart and resilience performance (Including energy self- sufficient models)</div><div>• Develop products in line with areas and markets (Including ready-built housing and housing complexes)</div></div> <div><div>Smart House-related Indicators</div><div><div><div><div>85%</div><div>80%</div><div>62%</div></div><div><div>94%</div><div>89%</div><div>83%</div></div><div><div>95%</div><div>92%</div><div>85%</div></div></div><div><div>FY20</div><div>FY22</div><div>FY23</div></div><div><div>■ZEH ratio</div><div>■Solar(PV)</div><div>■Storage battery</div></div><div><div>*ZEH, solar power generation system excluding Hokkaido</div></div></div></div> <td><div>●Strengthen and respond flexibly to purchasing and pricing measures</div><div><div>• Strengthen efforts to monitor market conditions; promptly consider and implement management and hedging measures</div></div><div>●Consider optimizing business and manufacturing systems from a long-term perspective</div><div>● Increase productivity through the fusion of technical divisions (Technical value chain innovation)</div><div><div>• CR (including standardization, shortening of construction period, in-house production, improvements in yields)</div><div>• Increase functions and added value</div><div>• Ready-built hosing low-cost operations</div></div><div>●Shift personnel to growth domains (frontier domains including other businesses)</div></td> | <div>●Strengthen and respond flexibly to purchasing and pricing measures</div> <div><div>• Strengthen efforts to monitor market conditions; promptly consider and implement management and hedging measures</div></div> <div>●Consider optimizing business and manufacturing systems from a long-term perspective</div> <div>● Increase productivity through the fusion of technical divisions (Technical value chain innovation)</div> <div><div>• CR (including standardization, shortening of construction period, in-house production, improvements in yields)</div><div>• Increase functions and added value</div><div>• Ready-built hosing low-cost operations</div></div> <div>●Shift personnel to growth domains (frontier domains including other businesses)</div> |
| Frontier | <div>●Land Strategy</div> <div><div>•Strengthen procurement Train responsible personnel by introducing an in-house qualification system</div><div>•Promote the appeal of smart and resilience subdivision housing sites (UNITED HEIM PARK)</div></div> <div><div>⇒ Number of subdivision housing orders +500 Subdivision housing order ratio 32% (+3% vs. FY2022)</div></div> <div><div>Number of Orders, Subdivision Housing Order Ratio</div><div><div><div><div>23%</div><div>12,340</div><div>2,820</div></div><div><div>29%</div><div>11,000</div><div>3,150</div></div><div><div>32%</div><div>11,500</div><div>3,650</div></div></div><div><div>FY19</div><div>FY22</div><div>FY25</div></div><div><div>■ Subdivision housing (conditional + ready-built housing)</div></div></div></div> <td></td> | |
| Core Businesses [Common to all businesses] | <div>●Attracting Customers</div> <div><div>•Improve the ability to attract customers and negotiation efficiency through face-to-face and digital proposals</div></div> | <div>● Strengthen area management through reorganization</div> <div>● Strengthen the component procurement BCP</div> <div>● DX, capital investment (including the promotion of RPA and automation of design and production)</div> <div>● Strengthen management's ability to sustain business (safety, quality, compliance)</div> |

Initiatives by Business

(Renovation, Real Estate, Town and Community Development)

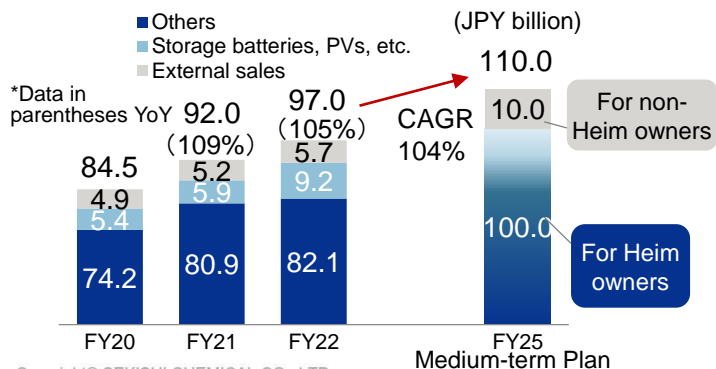
Housing
Company

SEKISUI

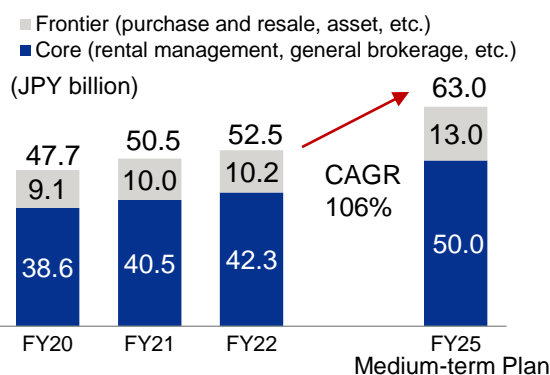
- Proactive allocate management resources mainly to frontier domains, promote fusion between businesses and external parties, and work to expand the size of business

| | Renovation | Real Estate | Real estate (purchase and resale, etc.) | Town and Community Development | Town and community development |
|----------|---|--|---|--|--------------------------------------|
| Core | <ul style="list-style-type: none"> Renovation for Heim owners Strengthen the sales structure Strengthen high-value-added renovation (Smart and resilience, thermal insulation, etc.) | <ul style="list-style-type: none"> Rental management —Increase the number of dwellings under management Strengthen points of customer contact Promote the inclusion of properties not currently managed Strengthen collaboration between the New Housing Construction and Town and Community Development businesses → Number of dwelling units (55,000: +5,000 vs. FY2022) | | | — |
| Common | <ul style="list-style-type: none"> Strengthen the organization and personnel Strengthen customer relationship Explore M&As and business alliances | | | | |
| Frontier | <ul style="list-style-type: none"> Renovation for non-Heim owners Strengthen brands, expand development areas Capital and business alliance with Renoveru, Inc. (announced on April 18) <p>Promote the creation of synergies between the Real Estate (including purchase and resale) and Town and Community Development businesses → Target a net sales scale of ¥10 billion</p> | <ul style="list-style-type: none"> Purchase and resale of Heim/ Asset utilization Expand the BeHeim business (Expand into housing complexes) Strengthen real estate held (Increase rental revenue and gain on sales) Housing complex renovation | | <ul style="list-style-type: none"> Manage progress of FY2025 sales projects (procurement completed) Undertake preparation for FY2025 and beyond Increase the number of staff, cultivate channels Search for new areas Asset Business (coordination with the Real Estate Business) | |

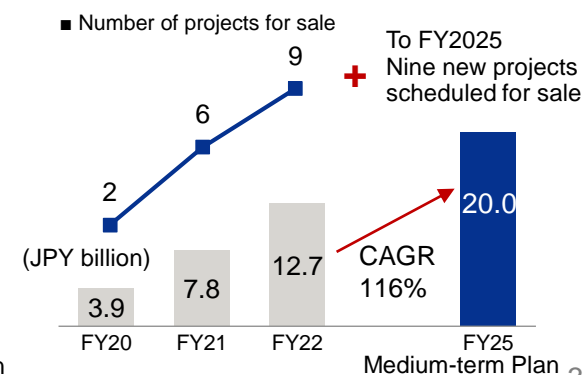
Orders by Renovation Product



Real Estate Business Sales

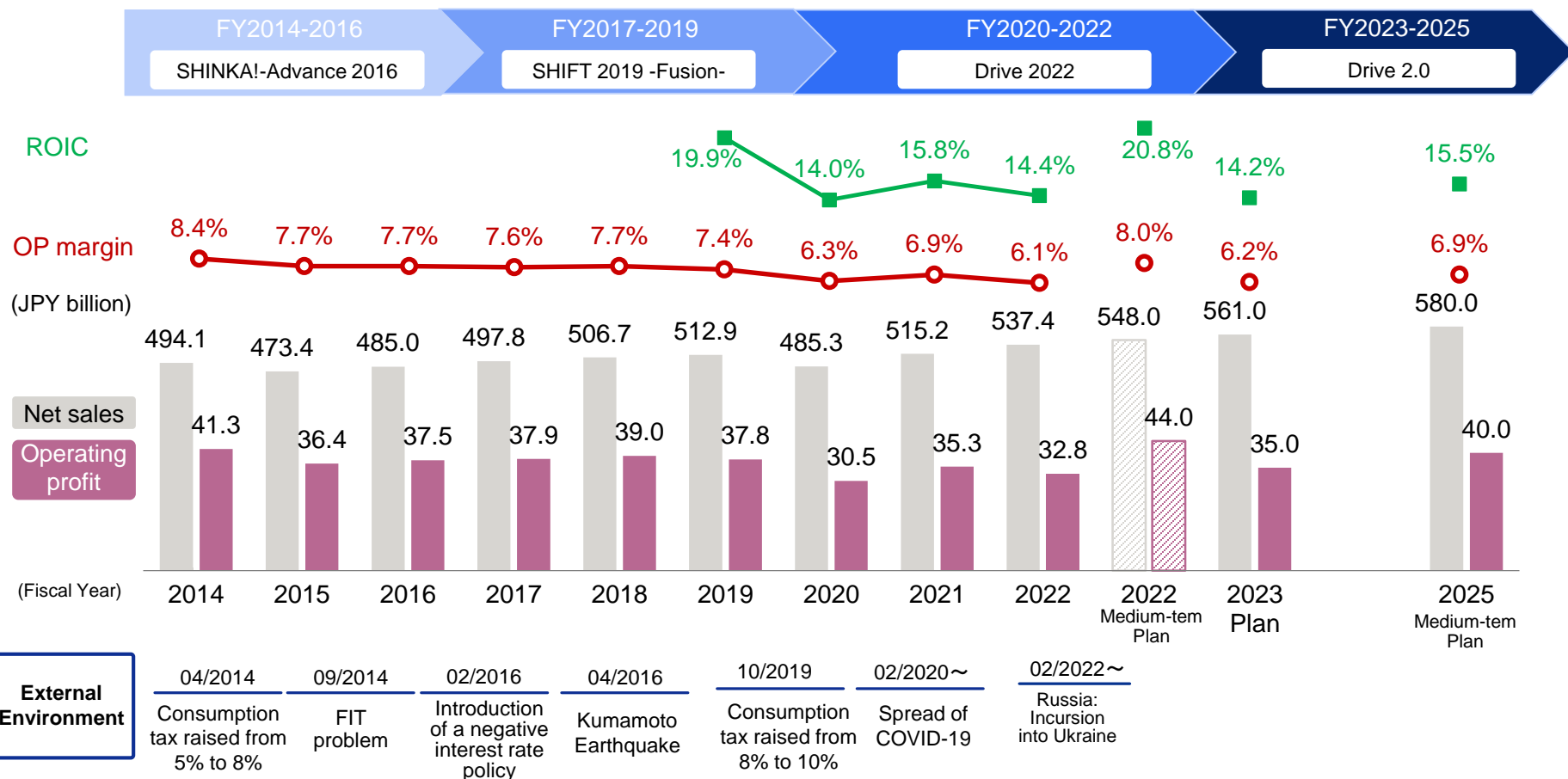


Town and Community Development Business Sales



- Work to increase profit and return to pre-COVID-19 levels by deepening efforts in core domains (improving profitability) and leaping forward in and exploring frontier domains (strengthening the portfolio) based on the assumption of a harsh business environment
- Position as a growth stage to achieve the Long-term Vision; work toward becoming a comprehensive housing construction and real estate business centered on production technologies

Performance Trends



Urban Infrastructure & Environmental Products Company

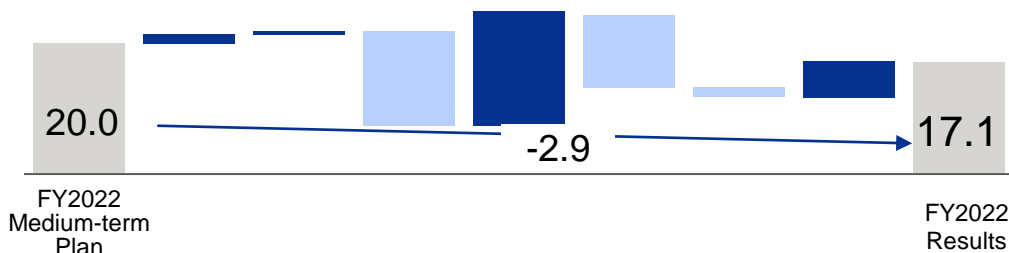
Yoshiyuki Hirai
Company President

- Despite falling short of sales and profit plans owing to the decrease in sales volumes and product mix attributable to COVID-19 as well as the surge in raw material prices, achieved record high profits by securing margins on the back of thoroughgoing efforts to improve selling prices as well as cost reductions, controlling fixed costs, and promoting structural reforms

Analysis of Operating Profit

(JPY billion)

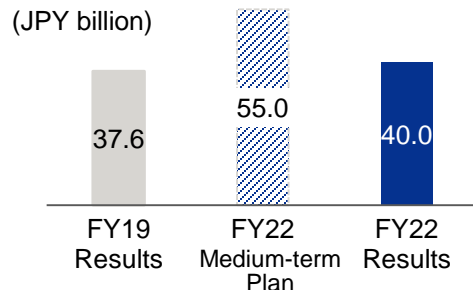
| | Consolidated-basis Change | Foreign Exchange | Sales Volumes & Product Mix | Selling Price | Raw Materials | Cost Reduction, etc. | Fixed Costs | Total |
|------------|---------------------------|------------------|-----------------------------|---------------|---------------|----------------------|-------------|-------|
| Difference | +1.5 | +0.5 | -15.6 | +17.7 | -11.2 | -1.4 | +5.6 | -2.9 |



Priority Indicators

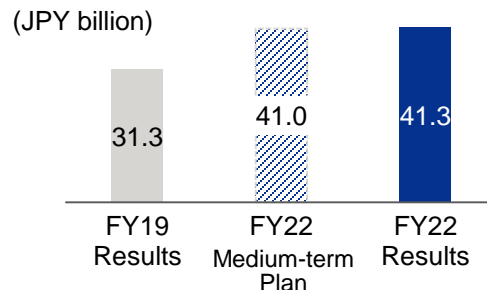
Prioritized Products Sales

- Fell short of plans owing to the drop in non-residential demand attributable to COVID-19



Overseas Sales

- Despite the impact of COVID-19, overseas sales driven by piping materials for plants underpinned by successful efforts to capture semiconductor demand



Priority Implementation Measures

| Item | Measures |
|-------------------------|--|
| Growth investments | Strategic investments <ul style="list-style-type: none"> Draft a plan to construct a plant for railway sleeper FFUs in Europe Establish the Chiba Solution Center |
| | New products <ul style="list-style-type: none"> Bring 56 new products to market |
| Structural reforms | <ul style="list-style-type: none"> Withdraw from construction and installation (Japan and overseas) Withdraw from underperforming business (Japan and overseas) Integrate the management and reorganize items of domestic production subsidiaries |
| Productivity Innovation | <ul style="list-style-type: none"> Introduce and implement DX tools Secure progress in manufacturing automation investments |

Results and Challenges

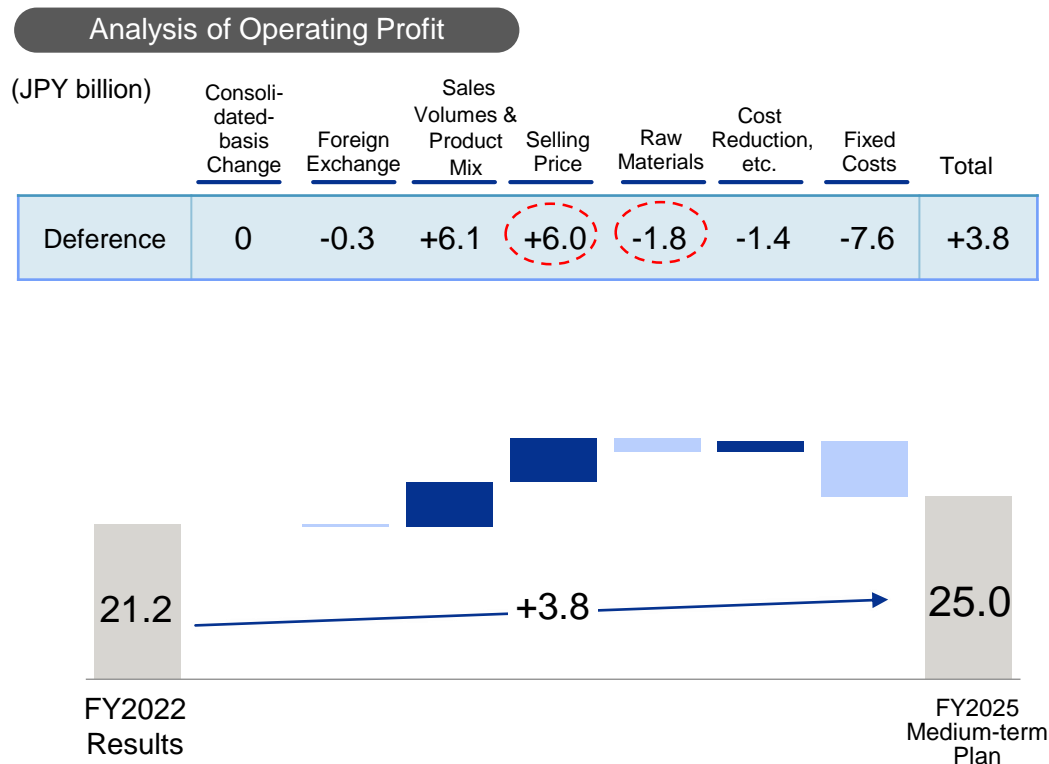
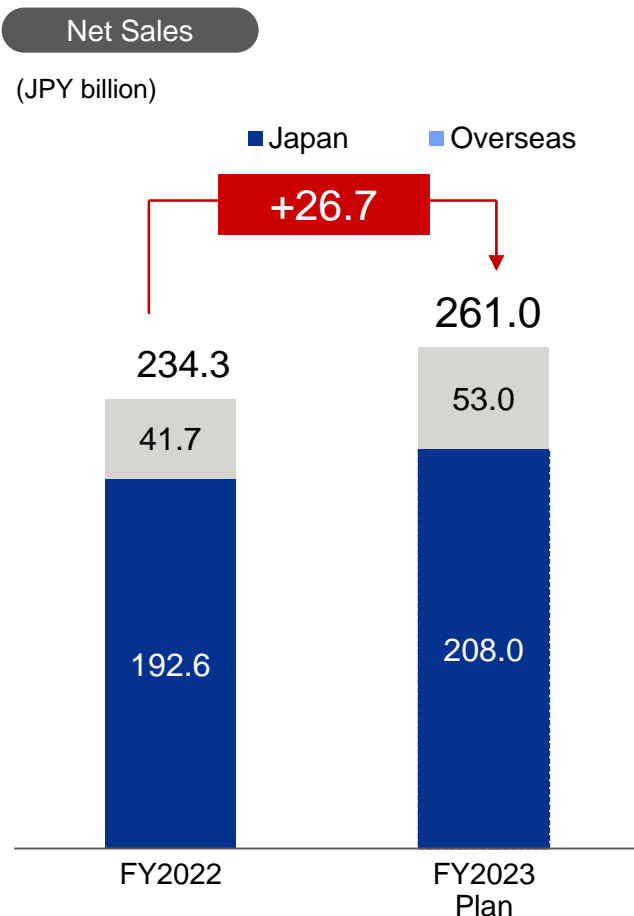
<Results>

- Record-high profit
- Improved capital efficiency owing to the promotion of structural reforms, including withdrawal from underperforming businesses
- Strengthened the profitability of general products through thoroughgoing efforts to maintain margins and flexibly improve selling prices in response to the surge in raw material prices

<Challenges>

- Substantial shortfall in prioritized product net sales compared with the Medium-term Management Plan
- Need to strengthen overseas marketing activities

- Target operating profit of ¥25.0 billion by increasing sales volumes and product mix through upswings in prioritized product and overseas sales as well as efforts to secure margins by maintain selling prices

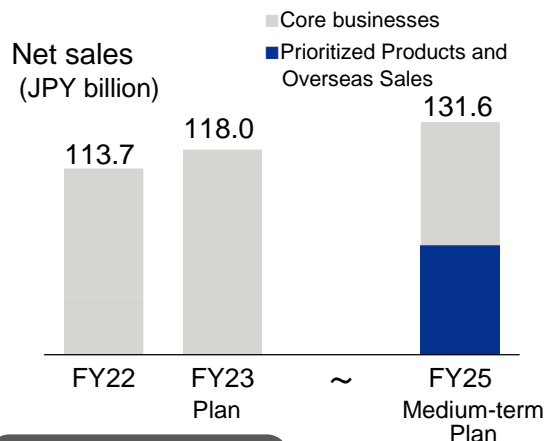


Three New Strategic Fields

Pipe Systems

Construction
and industrial
piping

- Construction, piping materials for plants: Expand sales centered on new products
- CPVC compounds: Expand new customers
- Core businesses: Expand applications



Product Examples



Fire-resistant
drainage system



CPVC
resin compound



Reinforced plastic
composite pipes



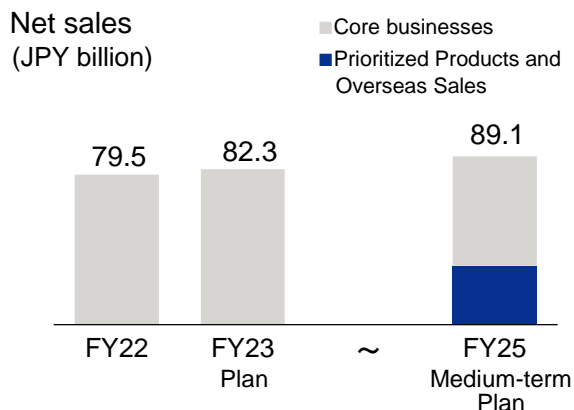
Rainwater storage systems
CROSS-WAVE

Building and Infrastructures Composite Materials

Fire resistant
and non-
flammable
materials

Performance
materials
(railroad
sleepers, etc.)

- Fire resistant materials: Create new markets through new products
- FFUs (railway sleeper application): Accelerate overseas expansion
- High flowrate drainage systems: Expand into the non-residential domain
- Nursing care and high-performance bathtubs: Expand sales



Non-flammable
urethane



Nursing care
bathtubs



High flowrate
drainage system

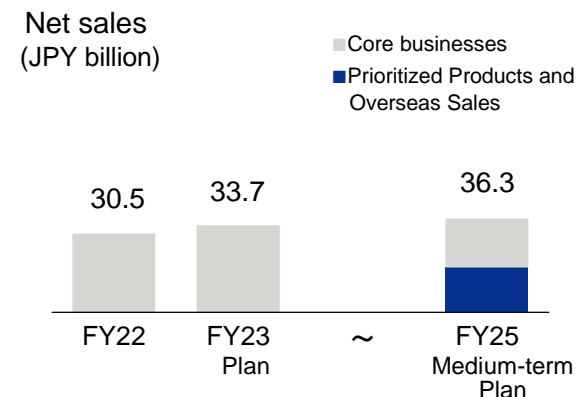


FFU railway
sleepers

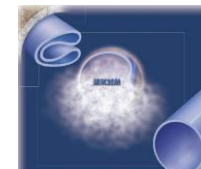
Infrastructure Renovation

Pipe
renewal

- Pipeline renewal
Japan : Expand markets where we can leverage our unique technologies through new products
Overseas: Efforts to cultivate new customers
- Sekisui Aqua System Co., Ltd.
Expand functional tanks and water treatment systems



SPR-SE



Omega-Liner
Method



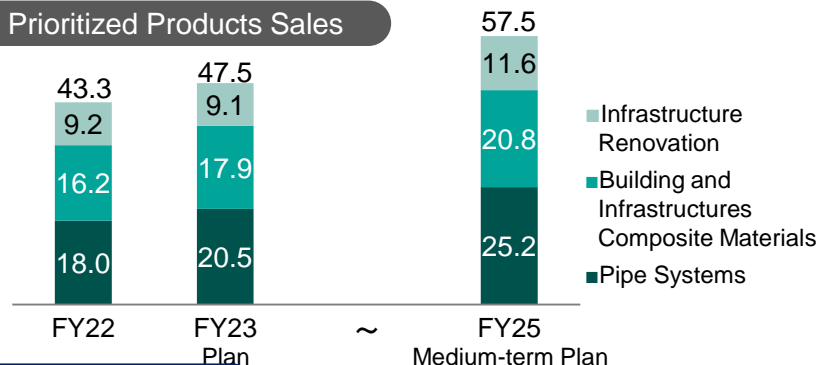
Functional tanks



Rotary disk

- Work to expand sales of prioritized products by increasing orders through marketing DX activities and maximizing synergies after PF reorganization promoting the appeal of SDGs
- Work to expand and deepen overseas areas by realizing the effects of growth investments and cultivating new customers

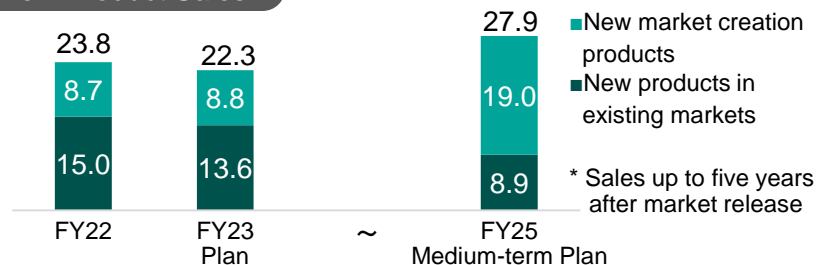
Prioritized Products Sales



Priority Measure

- Further sophistication of marketing DX (cultivate potential customers through the use of digital marketing)
- Strengthen proposal capabilities through the use of the Ritto / Chiba Solution Center
- Upgrade and expand SDG contribution data

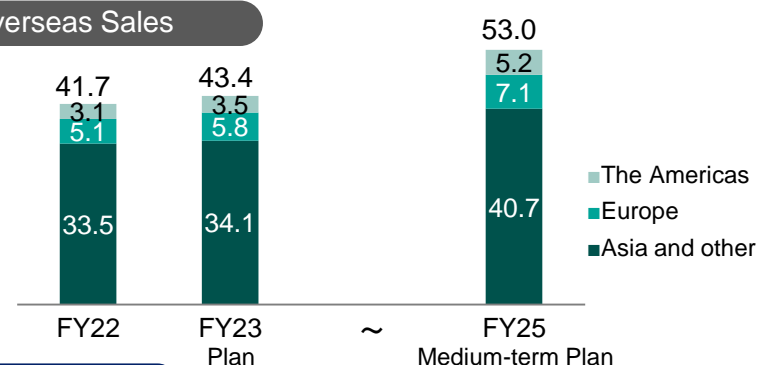
New Product Sales



Priority Development Measures

- Concentrate development costs and man-hours on new market creation themes (strengthen fundamental technologies)
- Strengthen activities in resource recycling-related themes

Overseas Sales



Priority Measure

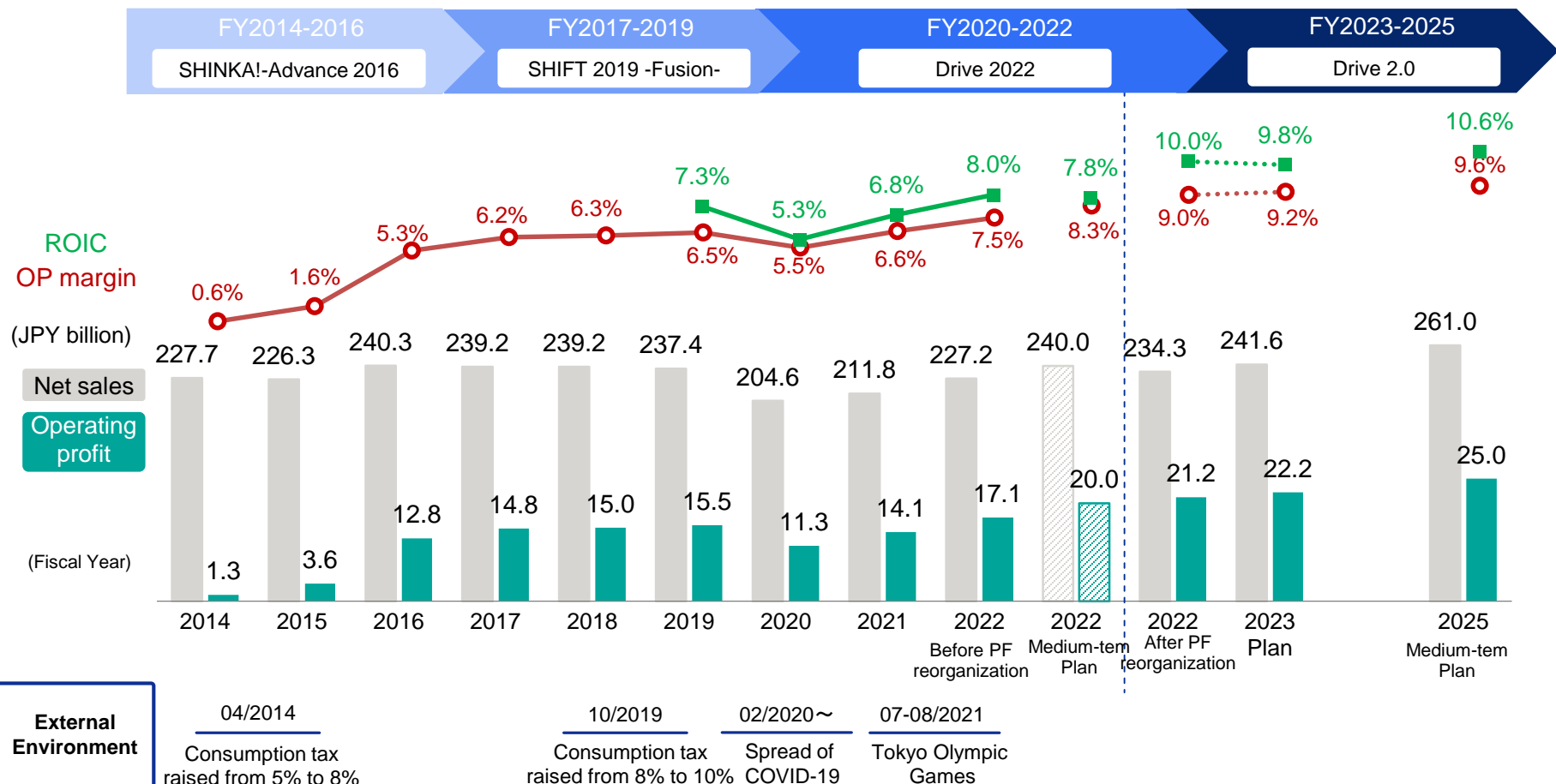
- Realize the effects of growth investments (FFU plant in Europe, piping materials for plants in Taiwan)
- Put in place, upgrade, and expand an overseas marketing structure and systems
- Search for and secure achievements in M&As

PF Reorganization Synergy Creation

| Newly Included Businesses | Existing Businesses and Technologies | Examples of Synergy |
|--|---|---|
| Fire resistant materials (Sekisui SoflanWiz Co., Ltd.) | Construction and building materials Customer and property database | <ul style="list-style-type: none"> • Growth in compartment penetration field sales • Growth in non-residential field sales (Plants, warehouses) |
| Crosswave products | Reinforced plastic composite pipe (RCP) | <ul style="list-style-type: none"> • Growth in rainwater drainage field sales (Public and private sector complementary proposals) |
| PVC materials | Products molding technologies | <ul style="list-style-type: none"> • Growth in CPVC compound sales through solutions (technical services) that address customer (overseas molding M) needs |

- Target substantial increases in both sales and profit by focusing on continued efforts to maintain margins and expanding prioritized product and overseas business sales
- Work to achieve an operating profit margin around the 10% level by increasing profitability through the use of DX and improvements in productivity

Performance Trends



Medical Business

Futoshi Kamiwaki

Director, Senior Managing Executive Officer
Head of Business Strategy Department

- Steadily expanded the Diagnostics Business in Japan and overseas; expanded sales of COVID-19 diagnostics kits, secured contributions to earnings also from new pharmaceutical ingredients, and growth in line with the Medium-term Management Plan; achieved record-high profit for two consecutive fiscal years

Three Business Net Sales

(JPY billion)

| | FY19 Results | FY22 Results | FY19→ FY22 Difference | FY22 Medium- term plan | Difference from the Medium- term Plan |
|-------------------------|-----------------|-----------------|-----------------------------|------------------------------|--|
| Total Medical business | 72.6 | 89.7 | +17.1 | 85.0 | +4.7 |
| Diagnostics (Japan) | 28.5 | 30.9 | +2.4 | 32.0 | -1.1 |
| Diagnostics (Overseas) | 30.3 | 41.2 | +10.9 | 36.8 | +4.4 |
| Pharmaceutical Sciences | 13.6 | 17.6 | +4.0 | 18.2 | -0.6 |

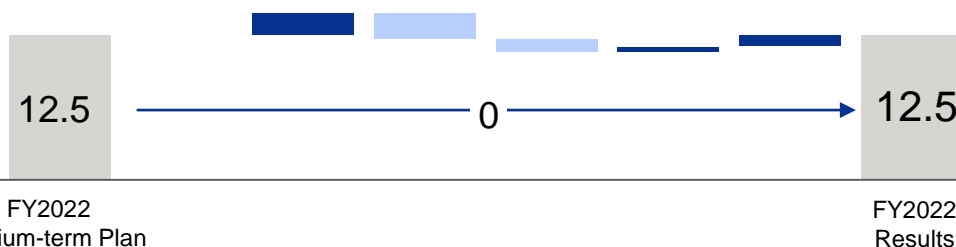
Priority Implementation Measures

| Item | Measures |
|--------------------|---|
| Growth initiatives | Strategic investments <ul style="list-style-type: none"> Commence new facility operations at the Group's Pharmaceuticals Iwate Factory Promote progress at the Group's GMP-compliant enzyme U.K. factory Accelerate gene testing development in the U.S. |
| | New products <ul style="list-style-type: none"> Blood coagulation testing equipment Reagents for rapid COVID-19 and influenza testing use |
| Structural reforms | <ul style="list-style-type: none"> Transfer of XenoTech shares |

Analysis of Operating Profit

(JPY billion)

| | Consolidated-basis Change | Foreign Exchange | Diagnostics (Japan) | Diagnostics (overseas) | Pharmaceutical Science and Other | Fixed Costs | Total |
|------------|---------------------------|------------------|---------------------|------------------------|----------------------------------|-------------|-------|
| Difference | 0 | +1.9 | -2.2 | -1.1 | +0.4 | +0.9 | 0 |



Results and Challenges

Diagnostics (Japan)

- Results: Expanded sales of COVID-19 diagnostics kits
- Challenges: Delays in expanding new products; new blood coagulation testing equipment sales growth

Diagnostics (Overseas)

- Results: Steadily expanded in Europe, the U.S., and China; established a gene development system
- Challenges: Strengthening U.S. FDA compliance; rebuild operations in Asia

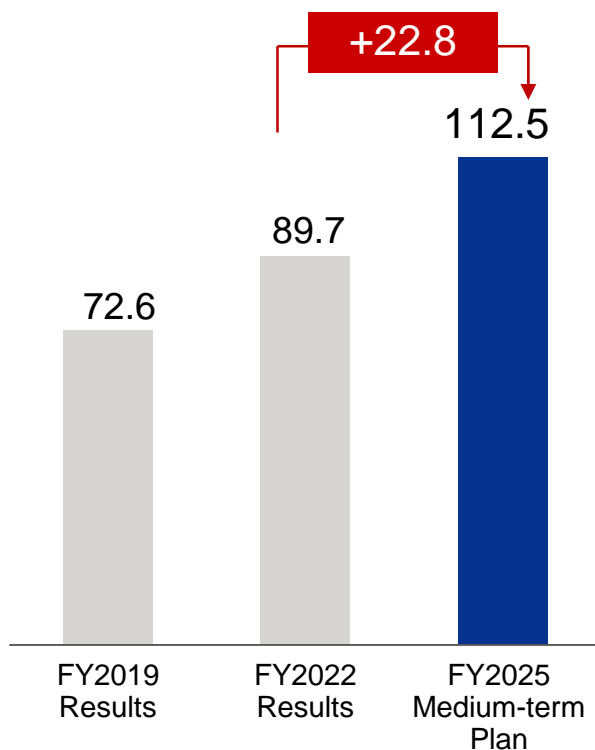
Pharmaceutical Sciences

- Results: Secured large new pharmaceutical orders; completed construction of a new facility at the Group's Iwate Factory; promoted structural reforms
- Challenges: Establish the Drug Development Solutions Business; CDMO Business expansion

- Accelerate growth centered on the Overseas Diagnostics Business through expansion in diagnostics fields and by increasing new product sales; continue to achieve record-high profit
- Create new businesses; strengthen R&D

Net Sales

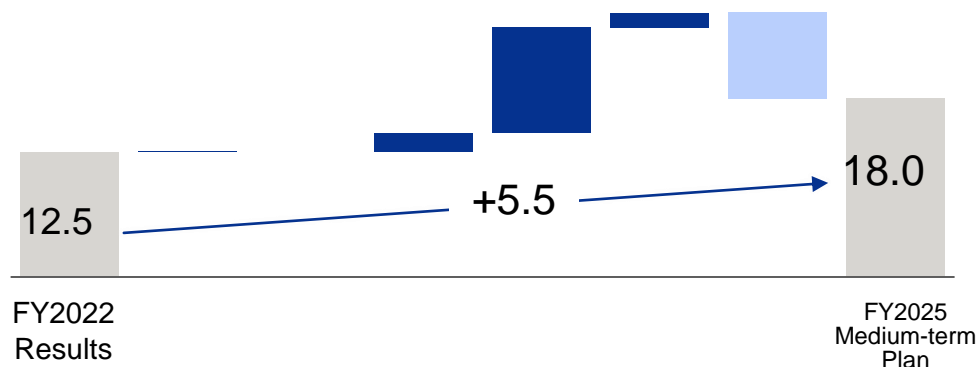
(JPY billion)



Analysis of Operating Profit

(JPY billion)

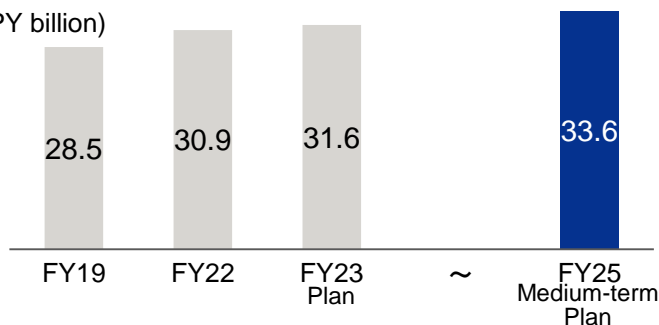
| | Consoli- dated- basis Change | Foreign Exchange | Diagno- stics (Japan) | Diagno- stics (overseas) | Pharmaceutical Science and Other | Fixed Costs | Total |
|------------|---------------------------------------|---------------------|-----------------------------|--------------------------------|--|----------------|-------|
| Difference | +0.1 | 0 | +1.9 | +10.6 | +1.5 | -8.7 | +5.5 |



Diagnostics (Japan)

- Blood Coagulation: Introduce and expand sales of new blood coagulation testing equipment
- Immunology: Enter high-sensitivity fields through external fusion
- Diabetes: Expand alliances

Net sales
(JPY billion)

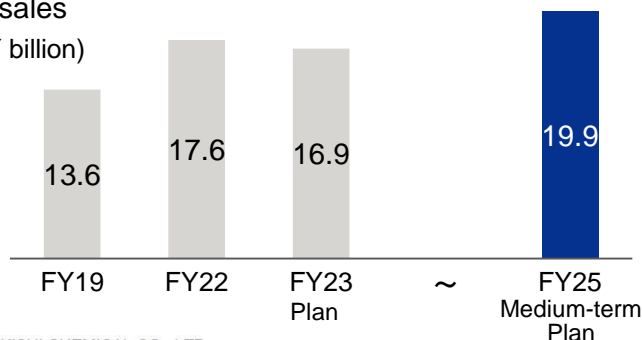


Pharmaceutical Sciences (Pharmaceutical and Fine Chemicals, Drug Development Solutions, Enzymes)

- Pharmaceutical and Fine Chemicals: Capture new large-scale projects by strengthening the marketing function
- Enzymes: Expand the CDMO Business through the start of full-fledged operations at a U.K. GMP-compliant facility

Pharmaceutical
science (CDMO)

Net sales
(JPY billion)

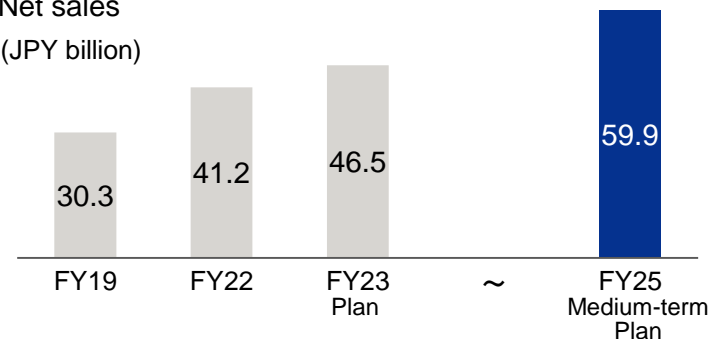


Diagnostics (overseas)

Overseas testing
system

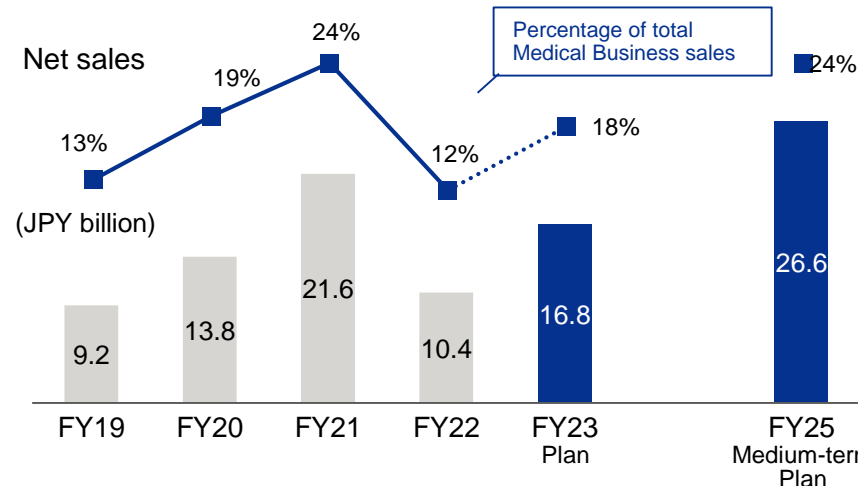
- Europe and the Americas: Drive growth by entering the OTC market and expanding proprietary product (gene testing) launch areas
- China: Promote domestic production; strengthen alliances
- Asia: Bring new PCR products to the market; enter POC and coagulation markets

Net sales
(JPY billion)



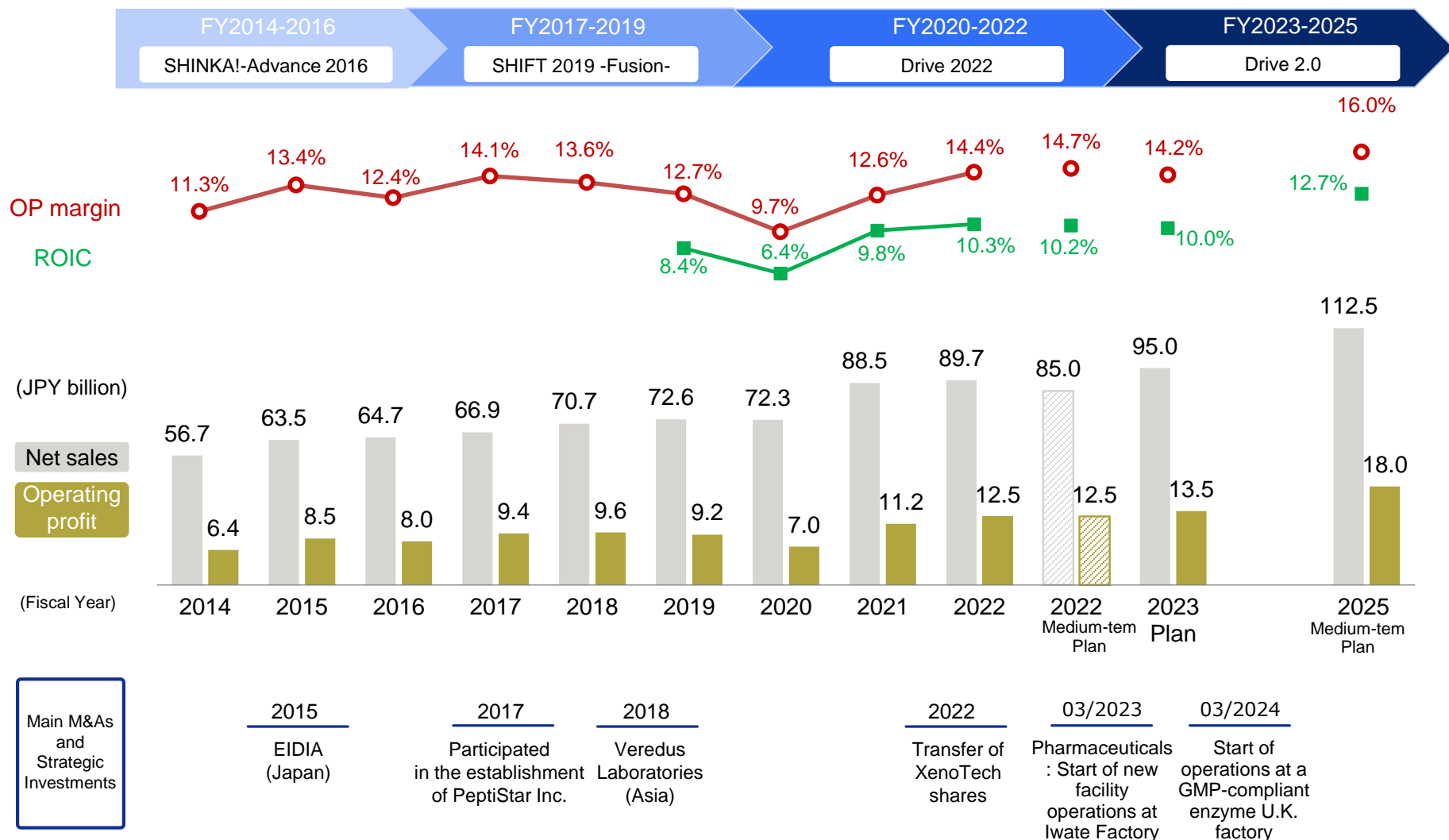
New Product Sales

Aim to systematically launch new products by strengthening core technologies and acquiring new technologies



■ Drive growth in the Overseas Diagnostics Business; work toward full-fledged entry into the CDMO Business in a bid to achieve the Group's Long-term Vision

Performance Trends



■ Accelerated existing business growth → Toward strengthening new business development and business growth through M&As

[Life Science Domain in 2030]

Business fields

Position

Diagnostics

- ✓ Clinical chemistry/Immunology
- ✓ Blood coagulation (area expansion)
- ✓ Diabetes
- ✓ POC
- ✓ Blood collection tubes
- ✓ New fields such as genetics (U.S. base)

Pharmaceutical Sciences

CRO

- ✓ Safety evaluation
- ✓ Medium molecule bio analysis

CDMO

- ✓ Small molecule API
- ✓ Enzyme
- ✓ New modalities

Cell culture solutions
(Cultivation materials and equipment)

Digital health (programmed medical devices)

Core

Innovation areas

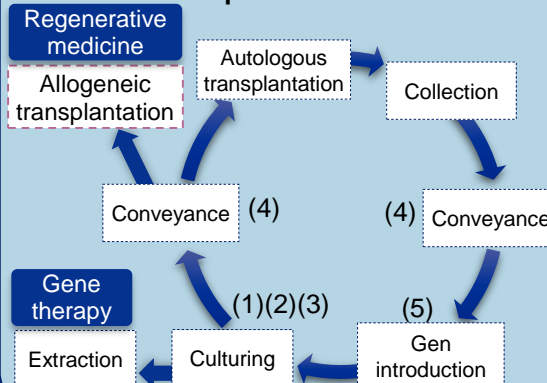
<Molecular Diagnostics (MDx)
Development Center>



SEKISUI DIAGNOSTICS, LLC, San Diego

Work to enter the regenerative and genetic CDMO field with a focus on animal-free materials for medical use based on the Group's core PVB resin technology

Regenerative medicine and Gene therapy processes



Cultivation materials and equipment

- (1) Chemosynthetic scaffolding materials
- (2) Synthetic culture supplements
- (3) Cell-culture Medium
- (4) Cell-transport containers
- (5) Gene introduction



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.

SEKISUI