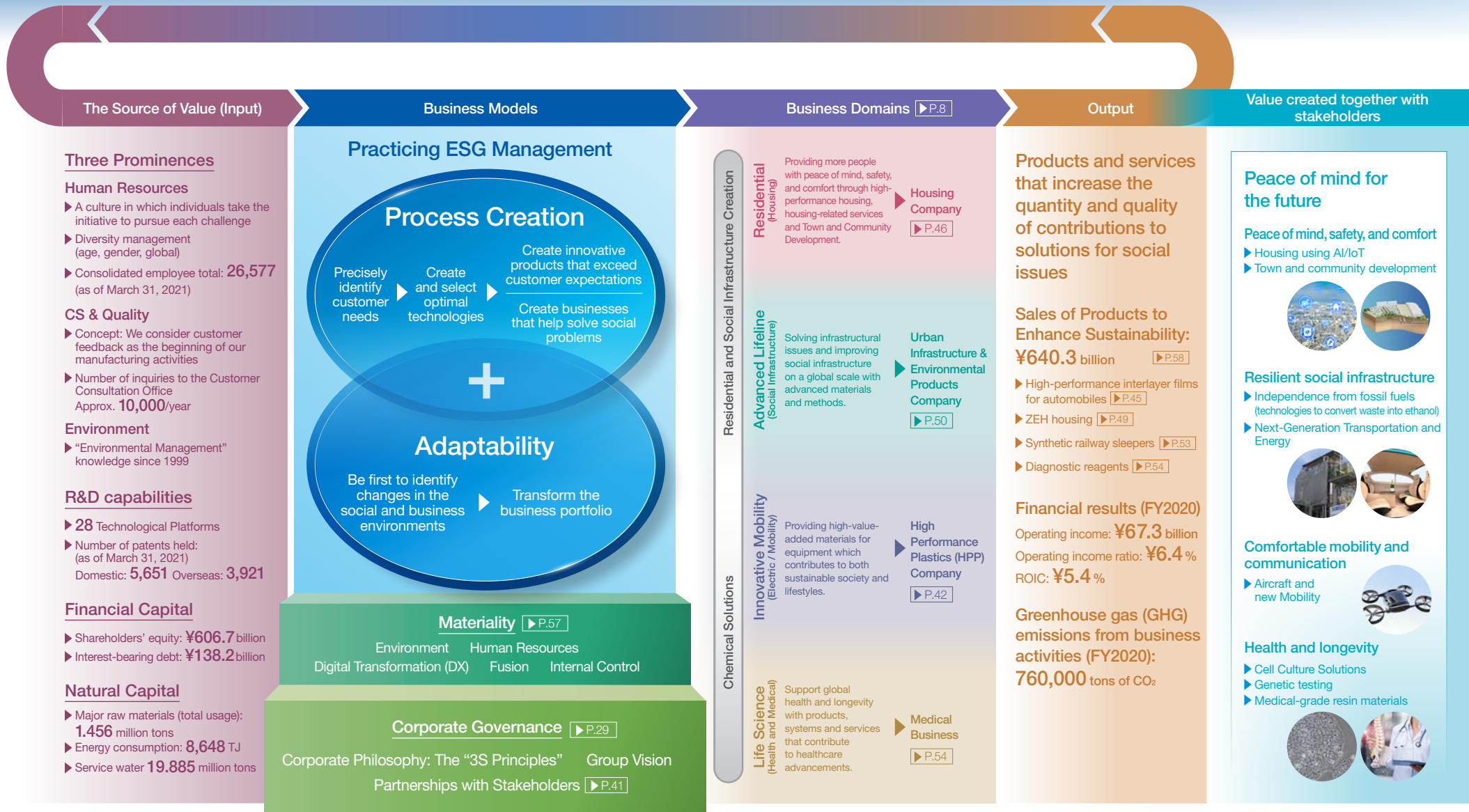


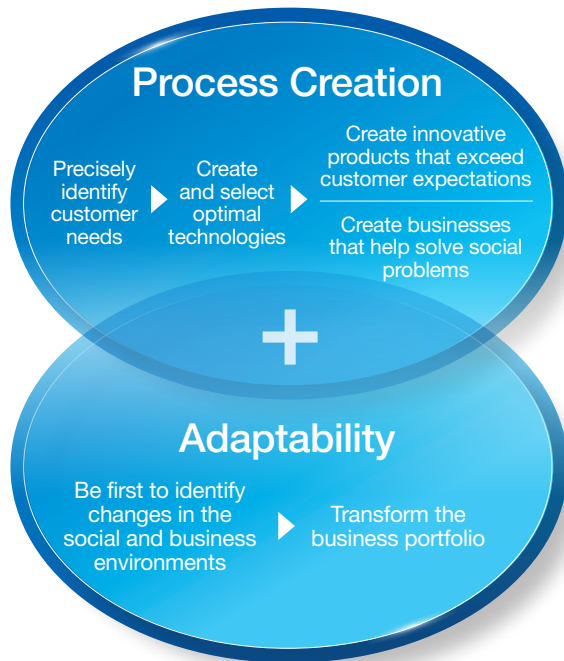
# Value Creation Process

## Vision 2030 Innovation for the Earth

In order to realize a sustainable society, we support the basis of LIFE and will continue to create “peace of mind for the future.”



# Commentary: SEKISUI CHEMICAL Group's Value Creation Process



SEKISUI CHEMICAL Group maintains BtoC businesses primarily in the new housing construction industry and BtoB businesses that handle conductive fine particles, interlayer films for automotive laminated glass, and other materials in advanced fields, sewage pipes, and diagnostic reagents. Similarly, we carry out business through the three “High Performance Plastics,” “Housing,” and “Urban Infrastructure & Environmental Products” divisional companies as well as the Medical Business in the fields of “Residential and Social Infrastructure Creation” and “Chemical Solutions.” Each of the divisional companies and the Medical Business maintains its own development, manufacturing, and sales capabilities (P.37), and creates value through the series of steps involved in “Process Creation,” from capturing customer needs to creating products and businesses, as well as through portfolio transformation (adaptability) that tracks changes in the social environment.

## The “Three Prominences” and R&D Capabilities that Serve as the Source (Input) of the Group's Value

### Human Resources

In order to ensure that each of our employees can hone and grow their unique skills, we offer a wide-range of “Elective and Recruitment-type Training Programs” through which employees can choose courses to attend from a varied lineup of training and educational options on their own. At the same time, we provide opportunities for employees that aim to put their motivation to undertake various challenges in a self-driven manner to the test in order to encourage the growth of each individual.

### CS & Quality

Since 1999, SEKISUI CHEMICAL Group has engaged in CS management that places emphasis on customer satisfaction (CS). We directly reply to each of the more than 10,000 inquiries and opinions received by the Customer Consultation Office each year, and analyze the factors that motivated the customer to make the inquiry in the first place, in order to discover the hidden needs of customers. By drawing out customer opinions and providing continuous feedback to the related business units of each divisional company, these efforts assist in revising product specifications, for example.

### Environment

SEKISUI CHEMICAL Group has recognized the environment as an important issue since the 1990s. In addition to ongoing efforts to prevent pollution, every effort has been made to reduce the environmental impact of the Group's business activities. Since 2003, we have worked diligently to practice “Environment Management” on an increasingly fully fledged basis with the aim of achieving sustainable growth that balanced ecology with the economy. We still to this day strive to build a sustainable business base that includes ties of trust with our stakeholders through various measures including the acquisition of SBT certification and endorsement of TCFD.

### R&D Capabilities

SEKISUI CHEMICAL Group recognizes that maintaining a prominence in technology is the bedrock for creating value. Forming the basis of these efforts are the 28 technological platforms with direct links to the Group's two business domains, “Residential and Social Infrastructure Creation” and “Chemical Solutions.” These are the core technological platforms that support the Group's product lineup and should even be said to be the source of the competitiveness that has been cultivated over many years.

We do more than just carefully listen to customer feedback to discover the added-value that we can provide through the technological platforms on an individual basis, and instead effectively combine multiple platforms to develop new products and services that are capable of maintaining a clear lead in the market, even in a harsh competitive environment.

### 28 Technological Platforms

**Homes that Provide Peace of Mind Even during Disasters!**

SEKISUI HEIM  
Smart Power Station series

**Technological Platforms (TPF)**

- Housing production/construction/method
- Energy management
- Acoustic/thermal/air quality management
- Infrastructural/functional materials
- etc.

**Contributes to Stable Conduction Performance and Quality in Displays and Electronic Devices!**

Micropearl AU:  
plastic core conductive particle

Small-diameter particles on the order of several microns (1/1000 of a millimeter)

A product formed with uniform particle size and a metal layer of uniform thickness on the surface.

**Technological Platforms (TPF)**

- Conductive/insulating material
- Microparticles
- Surface treatment, multilayer