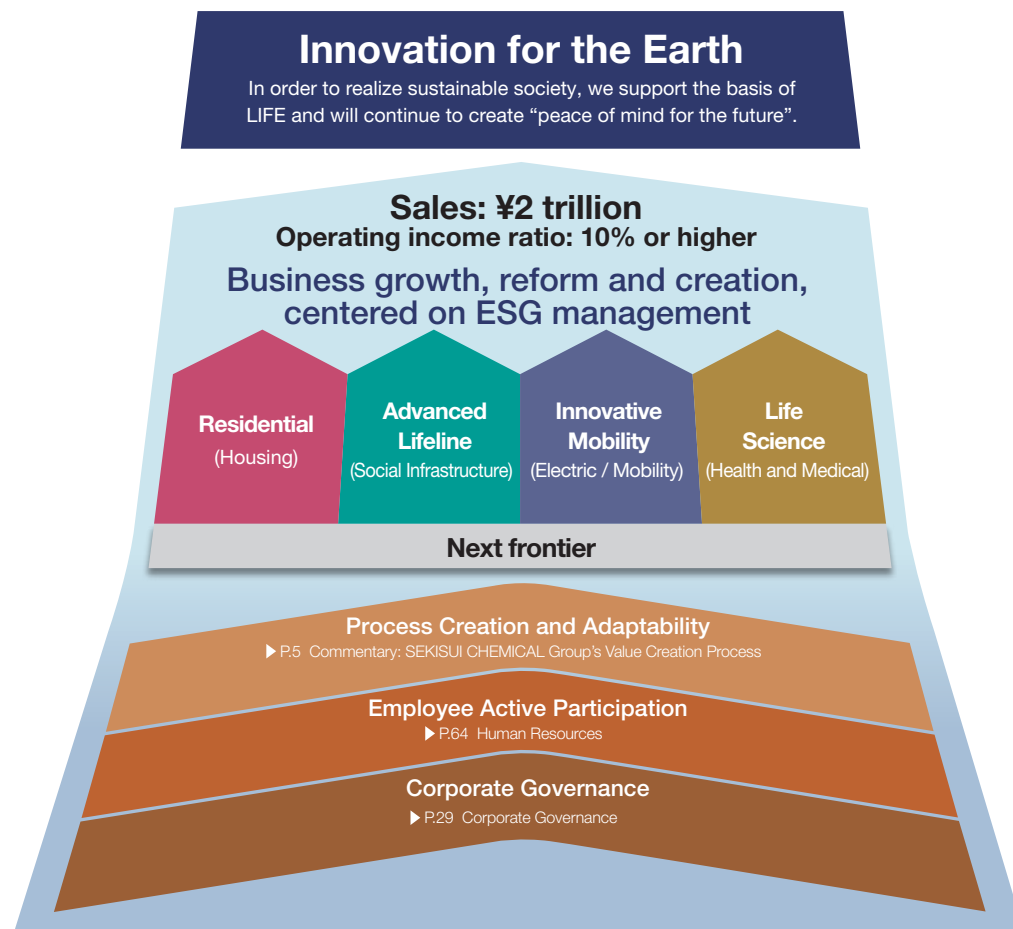


## Long-term Vision

# VISION 2030 Aiming to Double the Group's Business by 2030 Centered on ESG Management

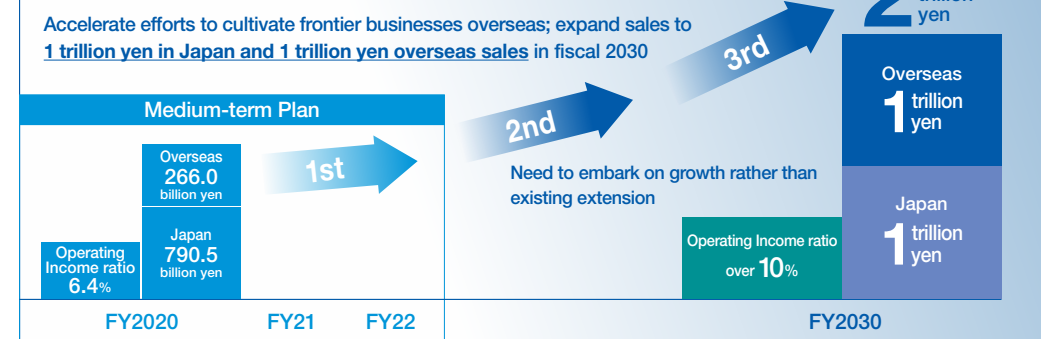
“Vision 2030,” the Group’s long-term vision, presents the vision statement of “Innovation for the Earth,” which incorporates the Group’s resolute will to continuously drive innovation as a means of “supporting the basis of LIFE and continuing to create ‘peace of mind for the future’ in order to realize a sustainable society.” This Vision lays down the four business domains of Residential (Housing), Advanced Lifeline (Social Infrastructure), Innovative Mobility (Electric/Mobility), and Life Science (Health and Medical), and aims to double business by 2030 through the expansion of existing business while taking on the challenge of new domains along the strategy axis of “business growth, reform, and creation centered on ESG management.”



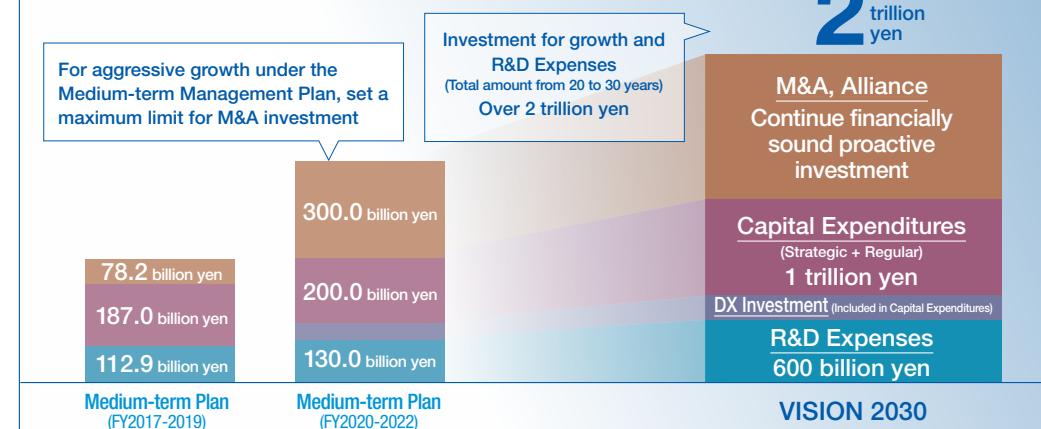
## Proactive Investment of Management Resources

The expansion of business for which the long-term vision aims can only be achieved through substantial growth rather than the extension of existing businesses. SEKISUI CHEMICAL Group is proactively investing management resources to double the size of business by 2030. When executing new investments, the Group considers financial soundness and steps to increase the probability of return in anticipation of making investments exceeding ¥2 trillion in total value over the 10 years through 2030. Along with aiming to achieve a scale of ¥1 trillion through domestic growth, the Group will accelerate efforts to cultivate frontier businesses without slowing its current pace of growth overseas as part of a plan to expand the scale of overseas business to ¥1 trillion, more than three times that of today.

## Long-term Vision



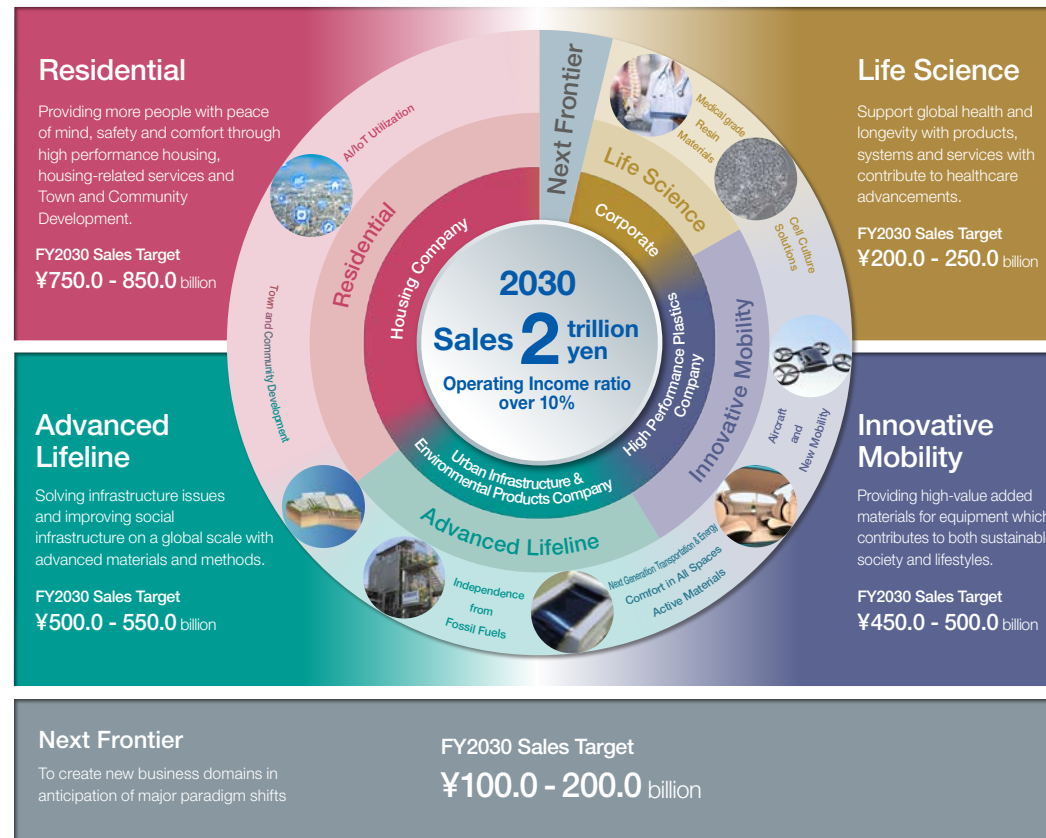
## Proactive investment to double the size of business



## Long-term Vision

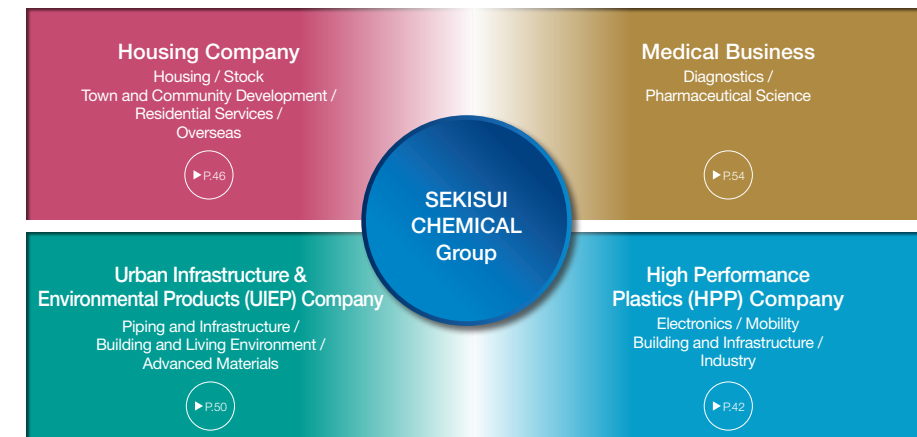
# VISION 2030 Domain Growth Image and Targeted Business Structure

In each of the Residential (Housing), Advanced Lifeline (Social Infrastructure), Innovative Mobility (Electric/Mobility), and Life Science (Health and Medical) business domains, the Group will grow sales 1.5 to 3 times to achieve the major target for 2030 of ¥2 trillion in net sales, a doubling of business from today, and transform into an attractive company with diverse growth engines and a strong presence. By taking up the challenge of pursuing innovation as an extension of core technologies in each domain, the Group will create new businesses and the next frontier for the new business domains in anticipation of major paradigm shifts.



## The Existing Business Portfolio and Strategies to Achieve the Vision

SEKISUI CHEMICAL Group currently carries out its businesses through the three Housing, Urban Infrastructure & Environmental Products (UIEP), and High Performance Plastics (HPP) divisional companies as well as the Medical business in the four domains shown to the left. The Medical business was spun off as a new company candidate in 2019 in an effort to accelerate the pace of growth in the Life Science field, which was previously included in the High Performance Plastics Company's activities. Going forward, we will broaden our contributions to resolving social issues through the expansion of existing businesses and the creation of new businesses.



Expand contributions to solving social issues through expansion of existing businesses and new business creation through "business growth & reform and creating new business centered on ESG management"

