

Long-term Vision, Vision 2030

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

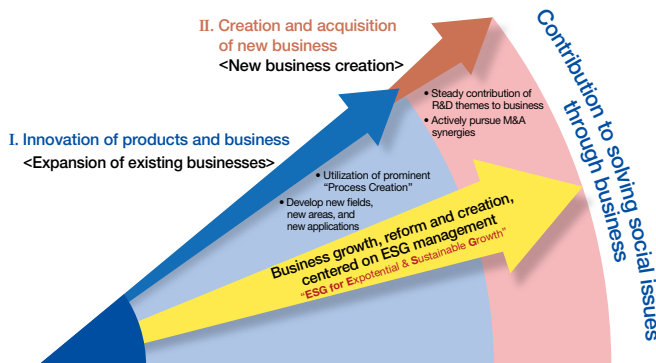
Vision 2030, the Group's Long-term Vision, presents the vision statement of "Innovation for the Earth," which incorporates the Group's resolute will to continuously drive innovation as a means of supporting the basis of LIFE and continuing to create peace of mind for the future to realize a sustainable society.

This Vision lays down the four 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.

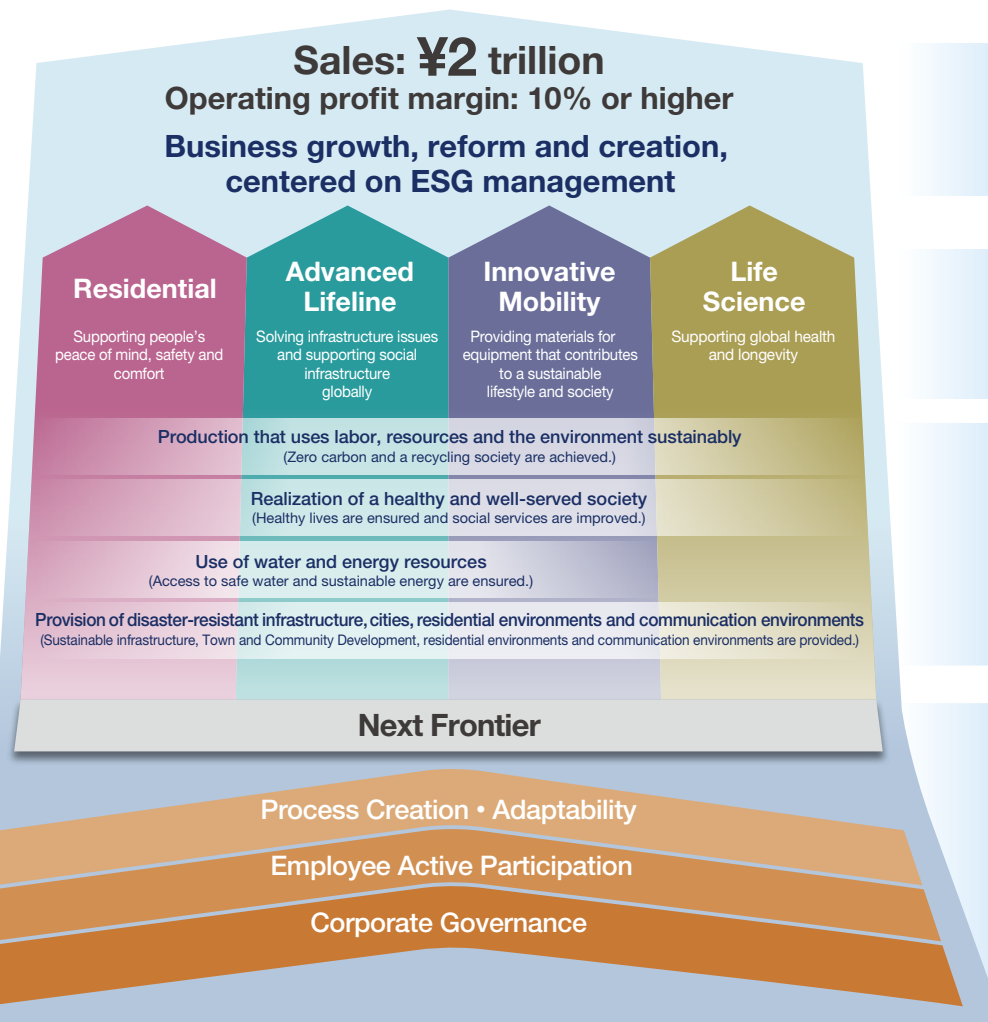
Contribution to solving social issues

Working to double the Group's business and achieve net sales of ¥2 trillion by 2030, we will seek to increase sales and operating profit based on our contribution to solving social issues in each domain, and endeavor to deliver more sustainable contributions by engaging in operations that take into consideration the Group's management capability to sustain business.

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"



Innovation for the Earth
 To realize a sustainable society, we support the basis of LIFE and will continue to create "peace of mind for the future."



Vision Statement

Targets
 (Numerical Targets)
 (Strategic Direction)

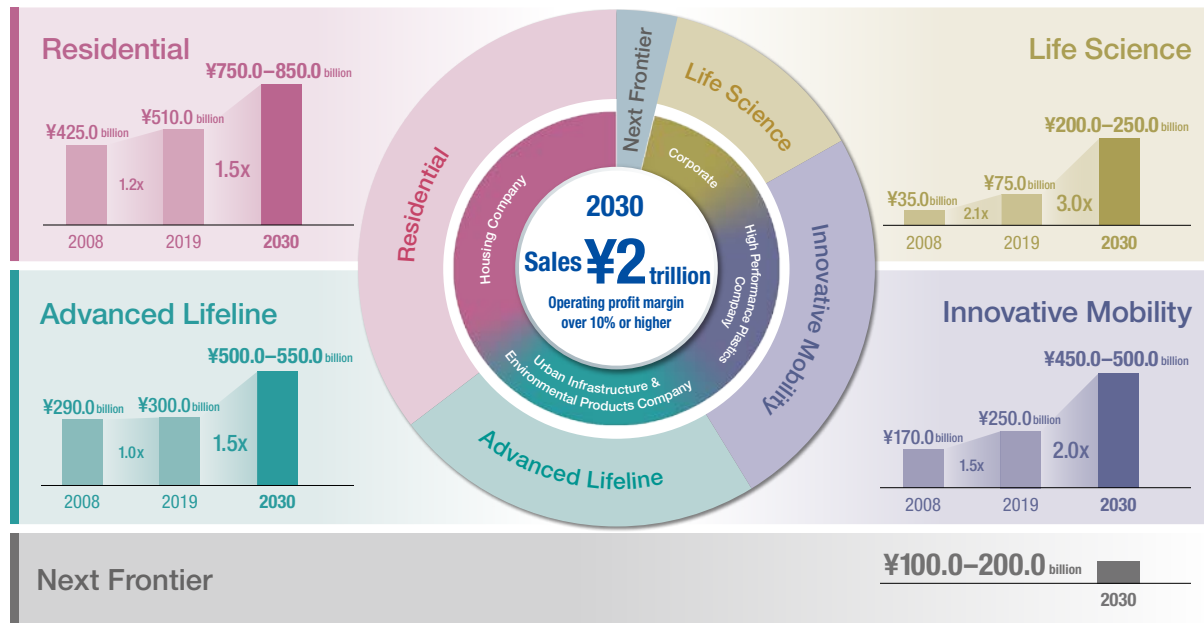
Business Domain

Social Issues

Capability

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Growth Image and Strategic Investment

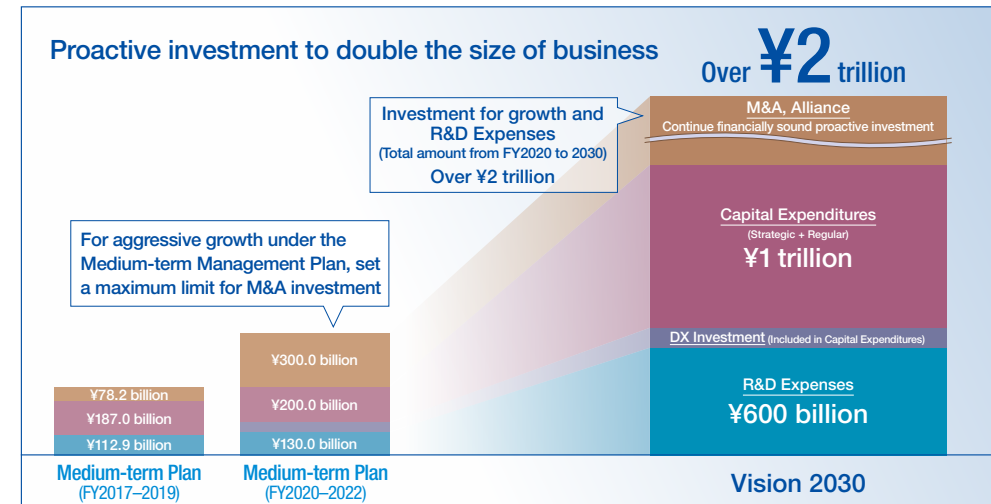
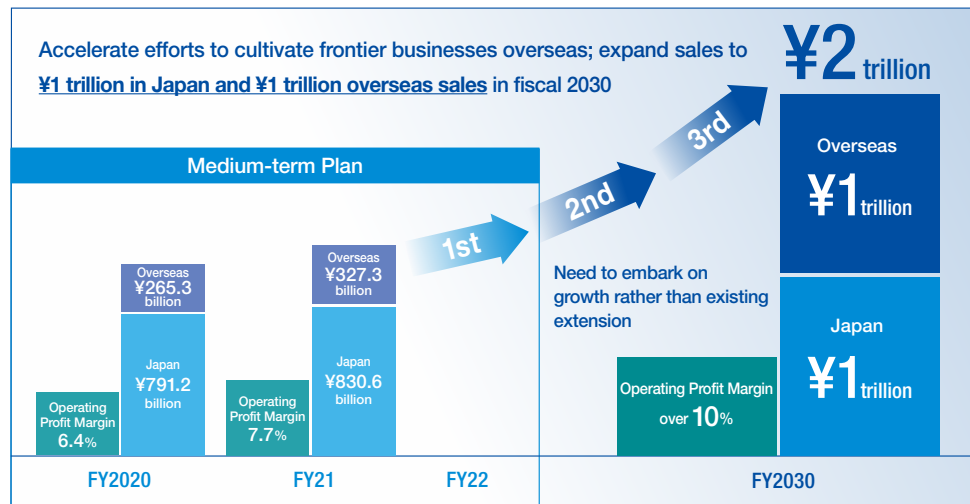


The expansion of business for which the Long-term Vision, Vision 2030, aims can only be achieved through substantial growth rather than the extension of existing businesses. Working to double its business and achieve net sales of ¥2 trillion by 2030, the Group will grow sales by 1.5 to 3 times in each domain 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.

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.

When executing new investments including capital expenditures aimed at growth, 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.



Long-term Vision, Vision 2030

Formulating a Strategic Area Map as a compass for realizing the Long-term Vision, Vision 2030

We have developed the Strategic Area Map as a compass for realizing our Long-term Vision, which will guide us in solving the three major issues we have identified in the course of promoting Vision 2030: specification of key areas in each domain, compartmentalization of each divisional company and Group-wide fusion, and the targeted allocation of capital to realize business in key areas. We will move forward with the key allocation of capital to expand enhancement areas with the aim of fusion and composite innovation areas. Management resources will also be allocated in a targeted manner to build the Life Science Business into a fourth divisional company.

Domain	Residential	Advanced Lifeline	Innovative Mobility	Life Science
Strategy	Toward comprehensive housing construction and real estate businesses centered on production technologies	Toward growth businesses that build a sustainable social infrastructure globally	Toward high-value-added businesses that evolve lifestyles	Toward a new pillar of business that supports a healthy, longevity society on a global scale
Concept	<ul style="list-style-type: none"> Housing construction business (Housing, Renovation) Real estate business (Town and community development, Real estate) Frontier (Residential services, Overseas) 	<ul style="list-style-type: none"> Social infrastructure (Establish long-term, stable business) Building and living environment (Establish new business) Advanced materials (Expand into growth markets) New areas (Expand contributions to solving social issues) 	<ul style="list-style-type: none"> Mobility (From a component business to a module business) Electronics (Expansion to mobility and residential infrastructure components) Building and Infrastructure (Labor saving, Data utilization) 	<ul style="list-style-type: none"> Diagnostics business Pharmaceutical sciences business New areas (Cell culture, Pharmaceutical new modalities, Pharmaceutical CDMO)
Expand Enhancement Areas	<ul style="list-style-type: none"> SEKISUI HEIM (Detached houses, Housing renovation) Real estate (Brokerage services, Management, BeHeim) One-stop proposal for living 	<ul style="list-style-type: none"> Disaster aggravation/Anti-aging measures New materials/Sensing Water use/Recycling system 	<ul style="list-style-type: none"> High-performance interlayer films/ Smart materials Semiconductor components Lightweight, high-strength materials Next-generation communication components 	<ul style="list-style-type: none"> Pharmaceutical CDMO POCT Diagnostic systems Pharmaceutical new modalities
Enter Innovation Areas	<ul style="list-style-type: none"> Overseas (New markets) Smart city strategy Town and Community Development Digital utilization (housing that employs digital technology) 	<ul style="list-style-type: none"> i-Construction Healthcare 	<ul style="list-style-type: none"> Sensing devices Data utilization 	<ul style="list-style-type: none"> Cell culture Utilize digital technology Medical Business strategy Digital health/Medical devices
Expand innovative Products to Enhance Sustainability (BR and perovskite solar cells) Utilize digital technology (MI*)				

* Materials informatics