

Corporate Governance

Board of Directors,
Audit & Supervisory
Board Members

(As of June 19, 2026)

N

Nomination and Remuneration
Advisory Committee

D

Diversity Promotion Committee

A

Audit & Supervisory Board

Keita Kato

Director

Chairman of the Board

Date of birth: January 11, 1958

Number of Shares of the Company Owned: 100k shares

Tenure as Director: 12 years

N

D

FY2025 Attendance

Board of Directors: 17 out of 17 **Chairman**

Nomination And Remuneration Advisory Committee: 9 out of 9

Diversity Promotion Committee: 3 out of 3

Since being appointed a Director in 2014, Mr. Keita Kato has demonstrated strong leadership and delivered outstanding results as President of the High Performance Plastics Company.

Since January 2019, as Head of the Business Strategy Department, he has overseen SEKISUI CHEMICAL Group's overall management and the administrative supervisory functions of its overseas businesses, while appropriately supervising business execution from a global perspective.

Since being appointed President and Representative Director in March 2020, he has been engaged in the formulation, deliberation, and oversight of management strategies and other key matters at Board of Directors meetings, while also promoting the Company's Long-term Vision aimed at advancing ESG management and doubling its business scale.

Since assuming the position of Chairman of the Board in March 2026, he has been appropriately supervising the Company's management as a non-executive Inside Director.

Ikusuke Shimizu

President and Representative Director

Chief Executive Officer

Date of birth: December 12, 1964

Number of Shares of the Company Owned: 69k shares

Tenure as Director: 7 years

N

D

FY2025 Attendance

Board of Directors: 16 out of 17

Nomination And Remuneration Advisory Committee: 9 out of 9

Diversity Promotion Committee: 3 out of 3

Mr. Ikusuke Shimizu is highly knowledgeable of the High Performance Plastics Company's strategic fields, including the overseas segment, having served as the Head of the Foam Division, Responsible for Automobiles & Transportation field, Responsible for Electronic Device Materials field of the High Performance Plastics Company as well as President of SEKISUI TA INDUSTRIES, LLC, etc.

Since being appointed as the President of the High Performance Plastics Company in January 2019, he has performed his duties by leveraging the broad experience he has gained to date and applying his deep insight and advanced management capabilities.

In 2025, he was appointed Representative Director and, as Head of the Business Strategy Department, promoted ESG management across the SEKISUI CHEMICAL Group while working to enhance the Company's sustainable corporate value.

In March 2026, he was appointed President and Representative Director and has since been responsible for the deliberation and oversight of management strategies at meetings of the Board of Directors.

Tatsuya Nishida

Representative Director

Senior Managing Executive Officer

Date of birth: March 21, 1966

Number of Shares of the Company Owned: 23k shares

New

D

FY2025 Attendance

Board of Directors: —

Nomination And Remuneration Advisory Committee: —

Diversity Promotion Committee: 1 out of 1

Mr. Tatsuya Nishida held various line management positions in corporate administration functions, including General Manager of the Corporate Administration Department of the Urban Infrastructure & Environmental Products Company. Since 2018, he has served as a Corporate Officer and General Manager of the Corporate Administration Department, driving the strengthening of the Group's management foundation through not only his extensive expertise in finance and management accounting but also his broad perspective on corporate governance as a whole.

Since 2024, he has been responsible for the Digital Transformation Division, leading the implementation of digital transformation (DX), one of the Group's key strategic initiatives. He has also been instrumental in formulating and executing capital and dividend policies, contributing to the enhancement of the Group's corporate value.

Since March 2026, as Head of the Business Strategy Department, he has been working to further strengthen the Group's management strategies and business foundation.

Duties
Responsible for ESG Management Department, Finance Department, Accounting Department and New Business Development Department, Head of the Business Strategy Department

Important Concurrent Positions at Other Organizations
Director of Sekisui Solar Film Co., Ltd.

Kazuya Murakami

Director

Managing Executive Officer

Date of birth: June 4, 1966

Number of Shares of the Company Owned: 19k shares

Tenure as Director: 5 years

D

FY2025 Attendance

Board of Directors: 17 out of 17

Nomination And Remuneration Advisory Committee: —

Diversity Promotion Committee: 3 out of 3

Mr. Kazuya Murakami has been engaged in back-office operations mainly at the Human Resources Department, including serving as the Head of the Human Resources Development Division of the High Performance Plastics Company, and has abundant experience in global policy enforcement and management.

Since his appointment as the Head of the Human Resources Department in October 2020, he has exercised strong leadership in personnel system reform and in the promotion of diversity management, as well as working to create the Company's organizational culture and improving employee engagement. He has utilized the experience he has acquired thus far, and performed his duties by applying his deep insight and advanced management capabilities. In addition, following his appointment to the Board of Directors in 2021, he has engaged in personnel system reforms, as well as in health and productivity management.

Duties
Head of the Human Resources Department

Hiroshi Oeda

Independent Outside Director

Date of birth: March 12, 1957

Number of Shares of the Company Owned: 7k shares

Tenure as Director: 8 years

N

D

FY2025 Attendance

Board of Directors: 17 out of 17

Nomination And Remuneration Advisory Committee: 9 out of 9 **Committee Chairman**

Diversity Promotion Committee: 3 out of 3

Mr. Hiroshi Oeda served as Director & President of Nissin Seifun Group Inc., and uses his broad experience and skill in global corporate management, business strategy, and execution of overseas M&A, etc., acquired during his time as a management executive, to provide advice with respect to business management of the Company and appropriately supervise business execution.

Important Concurrent Positions at Other Organizations
Special Advisor of Nissin Seifun Group Inc.
Independent Director, Chairman of the Board of Directors of EBARA CORPORATION
Outside Director, Japan Post Holdings Co., Ltd.
President of Hitotsubashi University Koenkai

Haruko Nozaki

Independent Outside Director

Date of birth: June 19, 1955

Number of Shares of the Company Owned: —

Tenure as Director: 4 years

N

D

FY2025 Attendance

Board of Directors: 17 out of 17

Nomination And Remuneration Advisory Committee: 9 out of 9

Diversity Promotion Committee: 3 out of 3 **Committee Chairman**

Ms. Haruko Nozaki possesses experience in personnel and education at HORIBA, Ltd., and deep insight on the promotion of diversity, as well as on development of the next generation, etc. Leveraging this insight, she is providing advice to the Company's management and appropriately supervising business execution at Board of Directors' meetings.

Important Concurrent Positions at Other Organizations
Executive Vice-President of Kyoto University
External Director of West Japan Railway Company

Miharu Koezuka

Independent Outside Director

Date of birth: September 2, 1955

Number of Shares of the Company Owned: 4k shares

Tenure as Director: 4 years

N

D

FY2025 Attendance

Board of Directors: 17 out of 17

Nomination And Remuneration Advisory Committee: 9 out of 9

Diversity Promotion Committee: 3 out of 3

Ms. Miharu Koezuka has held the positions of Senior Managing Director (Representative Director), General Manager of Planning Headquarters, and General Manager of Sales Headquarters of Takashimaya Company, Limited, and was involved in its management for many years. By leveraging her extensive experience in the management of department stores, in addition to her experience and past achievements in management in various industries, she is providing advice to the Company's management and appropriately supervising business execution at Board of Directors' meetings.

Important Concurrent Positions at Other Organizations
Outside Director of NANKAI Co., Ltd.

Machiko Miyai

Independent Outside Director

Date of birth: September 29, 1960

Number of Shares of the Company Owned: —

Tenure as Director: 4 years

N

D

FY2025 Attendance

Board of Directors: 17 out of 17

Nomination And Remuneration Advisory Committee: 9 out of 9

Diversity Promotion Committee: 3 out of 3

Ms. Machiko Miyai held executive positions at Panasonic Corporation and then served as a Director and the head of the marketing department at MORINAGA & CO., LTD. As such, she possesses broad job experience mainly in consumer-oriented duties in industries that are different from that of the Company. Leveraging her experience and achievements, she is providing advice to the Company's management and appropriately supervising business execution at Board of Directors' meetings.

Important Concurrent Positions at Other Organizations
Outside Director of ISUZU MOTORS LIMITED
Chairman of the Sustainability Forum Japan
Auditor of Ochanomizu University

Yoshihiko Hatanaka

Independent Outside Director

Date of birth: April 20, 1957

Number of Shares of the Company Owned: 1k shares

Tenure as Director: 3 years

N

D

FY2025 Attendance

Board of Directors: 16 out of 17

Nomination And Remuneration Advisory Committee: 9 out of 9

Diversity Promotion Committee: 3 out of 3

Mr. Yoshihiko Hatanaka has held various executive positions at Astellas Pharma Inc., and in addition to his wide-ranging knowledge of global corporate management cultivated through his wealth of experience overseas, including in Europe and the United States, he also has extensive knowledge of matters such as corporate integration, based on his experience as a corporate planning officer. Leveraging his experience and achievements, he is providing advice to the Company's management and appropriately supervising business execution at Board of Directors' meetings.

Important Concurrent Positions at Other Organizations
External Director of Shiseido Company, Limited

Corporate Governance



Tomoyasu Izugami

Full-time Audit & Supervisory Board Member
Date of birth: November 18, 1962
Number of Shares of the Company Owned: 15k shares
Tenure as Audit & Supervisory Board Member: 3 years

A

FY2025 Attendance

Board of Directors: 17 out of 17
Audit & Supervisory Board: 15 out of 15
Chairman

At the High Performance Plastics Company, Mr. Tomoyasu Izugami successively served in the posts of factory manager, business manager, and staff department manager related to manufacturing. He has been broadly taking the lead in the promotion of large-scale capital investment and in strengthening the business foundation, such as by enhancing manufacturing competitiveness and production innovation, CS & Quality, safety, the environment, and DX. Leveraging his advanced knowledge and extensive management experience in the field of manufacturing, such as production technology and quality control, he is contributing to improving the supervisory functions of the Audit & Supervisory Board and the Board of Directors.



Michio Sakai

Full-time Audit & Supervisory Board Member
Date of birth: September 16, 1965
Number of Shares of the Company Owned: 21k shares
Tenure as Audit & Supervisory Board Member: 1 year

A

FY2025 Attendance

Board of Directors: 14 out of 14
Audit & Supervisory Board: 11 out of 11

Mr. Michio Sakai has accumulated extensive experience in management at production sites and corporate headquarters. After that, in the Housing Company, he contributed to strengthening the management of domestic and international group companies and promoting overseas business.
Since April 2021, he has worked as the head of the Corporate Audit Department, focusing on strengthening audit functions and enhancing audit quality, and has significantly improved the effectiveness and reliability of audits by the Corporate Audit Department.



Yoshikazu Minomo

Independent Outside Audit & Supervisory Board Member
Date of birth: December 13, 1969
Number of Shares of the Company Owned: —
Tenure as Audit & Supervisory Board Member: 4 years

A

FY2025 Attendance

Board of Directors: 17 out of 17
Audit & Supervisory Board: 15 out of 15

As an attorney at law, Mr. Yoshikazu Minomo has a wealth of achievements and significant knowledge concerning overall corporate legal affairs, such as business revitalization, corporate reorganization, mergers & acquisitions, compliance, and internal control. Since assuming his position as an Audit & Supervisory Board member of the Company, he has provided useful opinions and suggestions from the perspective of a compliance expert at the Board of Directors and the Audit & Supervisory Board.
Important Concurrent Positions at Other Organizations
Partner of MIYAKE IMAI IKEDA LAW OFFICE



Wakyu Shinmen

Independent Outside Audit & Supervisory Board Member
Date of birth: January 14, 1957
Number of Shares of the Company Owned: —
Tenure as Audit & Supervisory Board Member: 3 years

A

FY2025 Attendance

Board of Directors: 17 out of 17
Audit & Supervisory Board: 15 out of 15

Possessing specialized knowledge and extensive auditing experience as a certified public accountant, Mr. Wakyu Shinmen also has extensive management experience as a partner at a major auditing firm. Since assuming his position as an Audit & Supervisory Board member of the Company, he has provided useful opinions and suggestions from the perspective of a finance and accounting expert at the Board of Directors and the Audit & Supervisory Board.
Important Concurrent Positions at Other Organizations
Representative, Shinmen Certified Public Accountant Office
Outside Director (Audit and Supervisory Committee Member) of TOYOBO Co., Ltd.



Kenji Tanaka

Independent Outside Audit & Supervisory Board Member
Date of birth: April 14, 1957
Number of Shares of the Company Owned: —
Tenure as Audit & Supervisory Board Member: 3 years

A

FY2025 Attendance

Board of Directors: 17 out of 17
Audit & Supervisory Board: 15 out of 15

Mr. Kenji Tanaka has a high level of insight and experience in quality control, system reliability, and safety, as well as a track record of joint research with many companies. Since assuming his position as an Audit & Supervisory Board member of the Company, he has provided useful opinions and suggestions from the perspective of a safety and quality control expert at the Board of Directors and the Audit & Supervisory Board.
Important Concurrent Positions at Other Organizations
Visiting Professor, Center for Industrial and Governmental Relations, The University of Electro-Communications

Skills Matrix of the Board of Directors and the Audit & Supervisory Board Members (As of June 19, 2026)

Name	Directors' and Audit & Supervisory Board Members' Outstanding Expertise, Experience and Capabilities*									
	Management	Core Function of Manufacturing Business		Preparations for Long-term Growth				Strengthening the Management Base		
	Corporate Management / Management Strategy	Manufacturing / Safety / Quality	Marketing / Sales	Environment	Innovation (Research & Development / New Business Development / Alliance)	Global Business	DX (Digital Transformation)	Legal Affairs / Compliance	Financial Affairs / Accounting	Human Resources / Diversity / Human Rights
Keita Kato	●	●	●	●	●	●			●	
Ikusuke Shimizu	●	●	●	●	●	●			●	
Tatsuya Nishida	●			●	●		●	●	●	
Kazuya Murakami	●									●
Hiroshi Oeda	●					●			●	●
Haruko Nozaki	●									●
Miharu Koezuka	●		●	●			●			
Machiko Miyai	●		●	●	●	●				
Yoshihiko Hatanaka	●		●			●			●	
Tomoyasu Izugami		●	●				●			
Michio Sakai			●			●		●	●	
Yoshikazu Minomo								●		●
Wakyu Shinmen									●	
Kenji Tanaka		●			●		●			

* The list above does not reflect the full range of expertise possessed by the Directors and Audit & Supervisory Board Members. The Company sets the items for skills and other capabilities to be possessed by Directors in line with the business strategy in the Medium-term Management Plan.

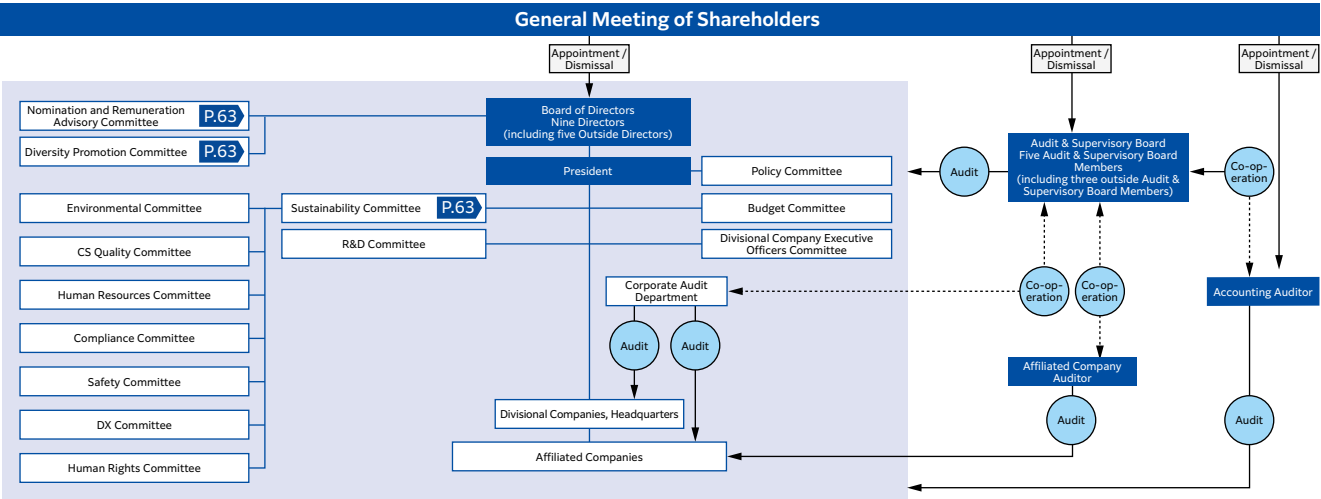
Corporate Governance

Corporate Governance System

Basic Policy

SEKISUI CHEMICAL Group has put in place a basic philosophy regarding corporate governance that lays out efforts for securing sustainable growth and increasing corporate value over the medium to long term. To help achieve these goals, we are increasing the transparency and fairness of our management and pursuing swift decision-making and will do so while continuing to meet—through the creation of value for society that is part of our Corporate Philosophy—the needs of the five types of stakeholders the Group emphasizes: customers, shareholders, employees, business partners, and local communities and the environment.

Corporate Governance System Chart (As of June 19, 2026)



Board of Directors

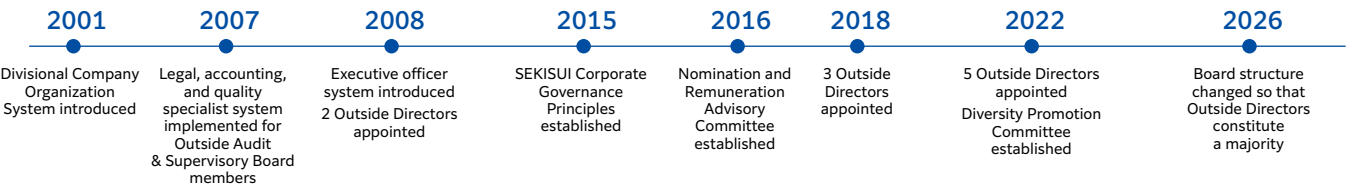
The Board of Directors is positioned as the body responsible for decision-making concerning the Company's fundamental policies, handling upper-level management judgments and supervising the execution of business. In addition to the Company's Chairman of the Board, who is a non-executive director, the Board of Directors has in place a highly effective supervisory system for Directors by appointing several sufficiently independent Outside Directors to ensure transparency in management and fairness in business decisions and operations. The Board of Directors is attended by the Directors, as well as by all of the Audit & Supervisory Board members, including Outside Audit & Supervisory Board members.

Following the Annual General Meeting of Shareholders held in June 2026, the Board of Directors was reconstituted with nine Directors (four Inside Directors and five Outside Directors). Previously, the Board consisted of twelve Directors (seven Inside Directors and five Outside Directors); however, with the aim of enhancing management transparency and fairness and strengthening overall governance, the Company changed to the current structure.

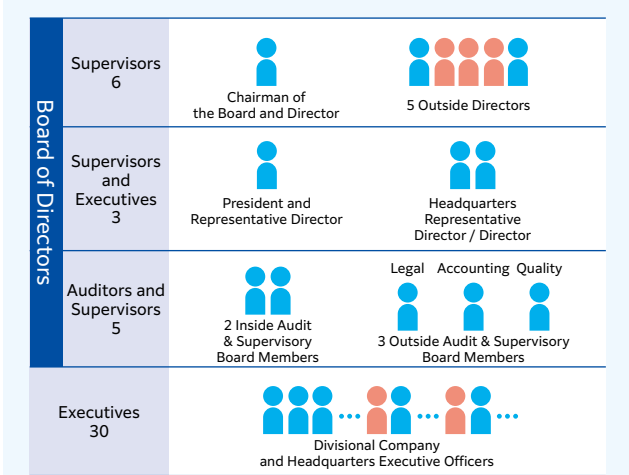
Organizational structure	A company with an Audit & Supervisory Board
Total number of Directors*	9 (Inside: 4; Outside: 5) including 3 female Directors
Percentage of Outside (Independent) Directors	55.6%
Percentage of female Directors	33.3%
Directors' term of office	1 year
Executive officer system introduced	Yes
Organization to assist the president in making decisions	Policy Committee
Voluntary advisory board to the Board of Directors	Nomination and Remuneration Advisory Committee and Diversity Promotion Committee established

* The number of Directors shall not exceed 15.

Initiatives Taken to Enhance Corporate Governance



Management System (As of June 19, 2026) : Male : Female



As an organizational structure under the Companies Act, the Company has chosen to be a company with an Audit & Supervisory Board. The Company has also established an optional advisory committee concerning nomination and remuneration, as well as an optional committee concerning the promotion of diversity, to complement the functions of the Board of Directors and to further enhance transparency and fairness. The Company has adopted the Executive Officer System to clearly distinguish the business execution function (executive officers) from the supervisory function (directors) in order to respond quickly to changes in the business environment of each divisional company.

Executive Committee

An Executive Committee has been established as the top decision-making body for each divisional company. The Board of Directors delegates a broad degree of authority to this Committee. Executive Committee members, whose term of office is deemed to be for one year, are appointed by resolution of the Board of Directors. Delegating authority is recognized as a means of helping to improve the effectiveness of the Board of Directors, for example by allowing appropriate agendas to be set and sufficient time for deliberations to be secured.

List of officers <https://www.sekisuichemical.com/about/outline/management/>

Corporate Governance

Corporate Governance System

Audit & Supervisory Board

In principle, the Audit & Supervisory Board shall consist of five members comprising two full-time Audit & Supervisory Board members and three part-time Outside Audit & Supervisory Board members. At least one member of the Audit & Supervisory Board shall have knowledge and expertise in each of the corporate finance and accounting, legal systems, and manufacturing and quality fields.

The activities of the Audit & Supervisory Board members include attending the Board of Directors and other important meetings; confirming important decisions; verifying and confirming the execution of duties by Directors through efforts to ascertain the status of internal controls, etc.; and onsite audits of important locations in Japan and overseas. The members meet periodically with management to exchange opinions regarding issues that must be addressed and to enhance mutual understanding. In addition, the Group's Audit & Supervisory Board members receive reports on audit results from the Accounting Auditor, and actively exchange information and opinions in a mutual fashion with the Accounting Auditor in aims of improving effectiveness through close collaboration. Liaison meetings are held with Audit & Supervisory Board Members of Group companies to strengthen collaboration among Audit & Supervisory Board Members and improve audit quality.

Internal Control System

In order for the Company and its Group companies to ensure the appropriateness of operations as a whole, our Corporate Audit Department conducts operational and accounting audits of our Company and Group companies, based on an annual audit plan, to ensure that business operations are conducted appropriately and efficiently.

Support for and Collaboration with Directors and Audit and Supervisory Board Members

To enhance deliberations at Board of Directors meetings, the Company continuously provides Outside Directors with opportunities to deepen their understanding of its businesses, including by distributing Board meeting materials in advance, providing prior briefings by the Executive Officer responsible for the secretariat, conducting orientation upon appointment, and arranging business-site visits. In FY2025, the Outside Directors visited a research institute to inspect new products.

From the perspective of succession planning, the Company is also strengthening interaction between current management and next-generation management candidates through such opportunities as lectures by Outside Directors and gatherings held when a new management structure is launched.

Thinking on Concurrent Service by Directors and Audit & Supervisory Board Members

When a Director or an Audit & Supervisory Board member intends to serve concurrently as an officer at another listed company, they are allowed to do so at only up to four companies, an extent not inconveniencing the Company's operations, as the officer is required to secure time and effort needed for fulfilling their roles and responsibilities appropriately. Moreover, the Company laid down the Criteria for Independence of Outside Board Members. Any Outside Officer not meeting any of the requirements is judged to be not sufficiently independent for the Company.

Assessment Relating to the Board's Effectiveness

In FY2025, the Board of Directors met 17 times and engaged in extensive deliberations on important management issues, including growth strategies (R&D, large-scale new businesses, major capital investments, etc.) and foundation strategies (sustainability, DX, safety, compliance, CS quality, etc.).

The Company also conducted a questionnaire survey of Directors and Audit & Supervisory Board Members to assess the effectiveness of the Board of Directors. The survey confirmed that there were no clear issues requiring urgent action. As an initiative for future improvement, the Company also identified important management topics that require more in-depth deliberation. At the same time, we have also identified the direction for further improvements for the future, such as expanding medium- to long-term strategic deliberations and speeding up decision-making on the executive side. Taking this into account, in FY2026, specific initiatives are underway to improve the effectiveness of the Board.

Nomination and Remuneration Advisory Committee

The Nomination and Remuneration Advisory Committee appoints and dismisses Representative Directors, Directors, and other senior executives; and appoints Audit & Supervisory Board member candidates. It also deliberates on the remuneration system and remuneration levels, as well as important management issues as necessary, and provides opinions and advice to the Board of Directors.

The Committee consists of seven members, the majority of whom must be Independent Outside Directors. The chairperson must be elected from among the Independent Outside Directors.

Succession Planning for SEKISUI CHEMICAL Group's President

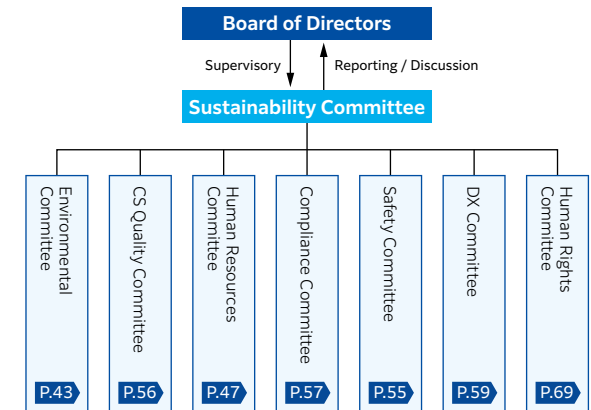
Supervision and planning for the succession of the President of SEKISUI CHEMICAL Group is conducted in appropriate consideration of its management principles and strategies. To enhance the objectivity, timeliness, and transparency of the procedures, the Nomination and Remuneration Advisory Committee deliberates on the eligibility of a candidate for the office of President over an appropriate period of time, and makes recommendations to the Board of Directors, which then makes a final decision regarding succession.

Diversity Promotion Committee

The Committee strives to strengthen the supervisory function and objectivity of the Board of Directors with respect to ensuring diversity of human resources in management, including basic policies and targets, implementation of various measures, and their disclosure internally and externally, as well as supervising and advising the execution of management.

The Committee consists of nine members, the majority of whom must be Independent Outside Directors. The chairperson must be elected from among the Independent Outside Directors.

Supervisory Promotion System of ESG Management—Sustainability Committee



In order to promote ESG Management, the Group has established a supervisory and promotion system composed of the Board of Directors, which fulfills the supervisory function, the Sustainability Committee, which fulfills the executive function, and seven subordinate committees.

The Sustainability Committee is chaired by the president, vice-chaired by the director in charge of the ESG Management Promotion Department, and consists of executive directors including the presidents of the divisional companies. It meets twice a year. The committee identifies risks and opportunities that the Group may face in the future and reviews material issues as appropriate, determines company-wide policies and KPIs, and formulates company-wide action plans.

The Board of Directors receives reports concerning the policies, strategies, and Group-wide risks deliberated by the Sustainability Committee. The Board then deliberates and makes a final decision on these, and supervises sustainability initiatives implemented by the executive side.

Each of the seven committees (Environmental, CS & Quality, Human Resources, Safety, Compliance, DX, and Human Rights) propose specific initiatives based on the details of decisions, incorporate these decisions into action plans, and monitor initiatives.

Corporate Governance

Roundtable Discussion Between Outside Directors



Following this fiscal year's general meeting of shareholders, the Board of Directors transitioned to a new nine-member structure comprising six Directors focused on supervision (including five Outside Directors) and three Directors responsible for both supervision and business execution. Under the new structure, both Directors focused on supervision and Outside Directors account for a majority of the Board.

In this roundtable discussion, the five Outside Directors share their expectations for the new structure, the challenges ahead, and their views on medium- to long-term growth.

Q01 As the Company transitions to a new structure, could you once again share your expectations for the Board of Directors and what you personally keep in mind in carrying out your duties?

Oeda: One of the fundamental roles of the Board of Directors is to supervise the executives responsible for management. The new structure has drawn a clearer line between supervision and business execution. The Board can focus on supervision, while management has greater authority to execute business operations. I believe it is important for both sides to fulfill their respective roles while maintaining smooth communication and an appropriate degree of constructive tension.

Nozaki: The essence of management is to sustainably enhance corporate value. To achieve this, the Company should continue creating value for all stakeholders, including shareholders, customers, employees, and suppliers. Going forward, it will be increasingly essential to consider what value we can provide to each stakeholder. I approach Board discussions from the perspective of an individual member of society, always asking myself, "What would employees think?" and "How would customers view this?"

Koezuka: Both the composition of the Board of Directors and that of the committees under the new structure were decided after repeated discussions in which we Outside Directors participated. I believe the new structure enables the Board to function more effectively in terms of both strengthening governance and achieving sustainable growth. Fulfilling the supervisory function sometimes requires making pointed observations, while at other times it means recognizing and approving sound proposals. I feel we now have a Board capable of conducting discussions with this kind of clear focus and balance.

Miyai: One major benefit of separating supervision from execution is faster decision-making. Today, companies must respond quickly to changes in the market while taking appropriate risks. That is precisely why executive management should focus on swift decision-making and execution, while the Board makes judgments with transparency and objectivity and helps enhance the effectiveness of execution. I believe the great value of this new structure lies in clearly defining these respective roles.

Hatanaka: I believe the ideal relationship between execution, supervision, and the Board of Directors depends on what a company seeks to achieve and what value it aims to provide to society. In pursuit of a sustainable society, the Company has set a management objective of accelerating the creation

Q02 How do you assess the current Board of Directors, and how do you think it needs to evolve going forward?

Oeda: Over the eight years I have served as a Director, the Board has steadily evolved in response to changes in the business environment, and I believe it has reached a high level in terms of both effectiveness and transparency. I also value the fact that the Board continuously improves by running a PDCA cycle through its annual effectiveness evaluation.

Hatanaka: I see the autonomous management and strong competitiveness of each divisional company as major strengths of the Company. At the same time, we need to deepen discussions on resource allocation across divisional companies and the optimal allocation of resources on a global basis. As overseas sales continue to grow and Japan's share of sales comes to more closely reflect the relative size of its economy, it will become increasingly important to take a global perspective in governance and the allocation of management resources. I hope to actively raise such forward-looking issues for discussion at Board meetings.

Oeda: At the risk of sounding self-congratulatory, I believe the current Board has an optimal and highly diverse composition: all five Outside Directors have corporate management experience and each brings different expertise. The commitment and enthusiasm that every member brings to the role is one of SEKISUI CHEMICAL Group's strengths.

Nozaki: I agree that this is a strength. In terms of effectiveness, I also highly value the careful preparation by executive management to ensure that it can fully answer questions from Outside Directors. On the other hand, I sometimes feel that agenda items are already too neatly packaged by the proposal stage. The Board can become even more effective if the divisional companies and Directors engage in a more open exchange of questions and views—asking, for example, "What about this perspective?" or "How are we addressing this?" With members from such diverse backgrounds, we should be making greater use of the knowledge and expertise they bring.



Q03 From what perspectives did the Outside Directors participate in discussions on the formulation of the new Medium-term Management Plan, Accelerate 2028?

Hatanaka: This is a company whose vision for its businesses is clearly aligned with the value it seeks to provide to society. In formulating this Medium-term Management Plan, our discussions focused on what investments should be made and how organizational capabilities should be strengthened in light

Corporate Governance

Roundtable Discussion Between Outside Directors

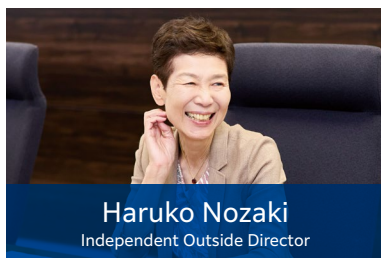
of the Long-term Vision, Vision 2030. M&A is an especially important theme for the Company, given its emphasis on creating businesses in innovation areas and strengthening future growth potential, because it is a means of bridging gaps in the time and capabilities required to generate innovation.

Koezuka: I am confident that over the next three to five years the Company can steadily grow its earnings and deliver the results set out in the plan. However, looking further ahead to growth ten years from now, M&A will clearly be a key factor. We did not use the full M&A investment allocation under the previous Medium-term Management Plan, but I understand that management has been steadily exploring potential opportunities. That makes it all the more important for management to bring potential deals to the Board promptly and for the Board to discuss them thoroughly. I believe continuing that process is critical.

Hatanaka: I believe the ability to discuss medium- to long-term growth strategies from these perspectives was a major feature of the process for formulating this Medium-term Management Plan.

Nozaki: From the perspective of developing the next generation of human resources, initiatives are also progressing with attention to indicators such as successor candidate preparation rate. At present, however, even this perspective extends only about five years ahead. The business portfolio could look very different ten years from now. Whether the Company can respond flexibly to those

changes from a human resources perspective will be an important factor in determining future growth. At the same time, amid heightened uncertainty, we need to be ready to quickly reassess what needs to be done—our “To Do”—as circumstances change. The Company’s desired future state—our “To Be”—must meanwhile be shared throughout the organization from a long-term perspective. I believe it is important to continue communicating that desired state in clear, readily understandable terms.



Q04 What are your expectations for film-type perovskite solar cells?

Miyai: With expectations running high both inside and outside the Company, film-type perovskite solar cells have finally entered the commercialization phase this year. The “E” in ESG—environment—represents social issues that transcend national borders, and film-type perovskite solar cells could become a game changer for renewable energy. If we can establish the technology, it should give us the competitiveness to expand globally. The business is also highly significant from the standpoint of economic security. During my career, I had the bitter experience of watching Japan lose its global lead in solar panels to China. That experience makes me feel particularly strongly about this: Japan is one of the world’s leading producers of iodine, the principal raw material for perovskite solar cells. If we can secure the raw material domestically, we can avoid the risk of other countries controlling the supply chain. I very much hope SEKISUI CHEMICAL Group will take the lead in commercializing the technology in Japan and quickly grow it into a business capable of competing on the global stage.

Hatanaka: Film-type perovskite solar cells are a project of enormous value both to SEKISUI CHEMICAL Group and to society as a whole. That is precisely why speed in decision-making is so

important. Competitors are rapidly strengthening both their technological capabilities and their ability to implement the technology in society, and because this project involves many stakeholders, we cannot afford to lose momentum in decision-making. Since decisions must be made without a clear view of the future, the question is how much risk we are prepared to take. Success will require us to capitalize on the high risk tolerance afforded by the Company’s current business structure—one of its strengths—and take bold risks.

Oeda: I also believe that a new product with such a promising market worldwide comes along perhaps once every 50 years. It is well worth taking substantial risks and committing both capital and human resources aggressively to the challenge. My concern, however, is China. Over the long term, we must consider how to protect the Japanese market from Chinese companies. At the same time, rather than simply protecting the domestic market, I hope we can establish a presence overseas ahead of our Chinese competitors. As President Shimizu said at the press conference following his appointment, film-type perovskite solar cells are a business on which the future of SEKISUI CHEMICAL Group rests.

Miyai: I completely agree. For SEKISUI CHEMICAL Group to take the lead in this field ahead of Chinese companies, collaboration with partner companies as well as our own efforts will be essential. Management will therefore need to determine the right balance between prioritizing speed and emphasizing profitability. To compete globally, there may be times when speed must take priority.

Q05 How do you assess the Company’s ESG management, and how would you like to see it evolve?

Koezuka: I believe the Company practices ESG in a way that is closely integrated with management, as demonstrated by the large share of sales accounted for by Products to Enhance Sustainability. Initiatives in the environmental field in particular are making steady progress, and an important role of the Board is to ensure that they continue in the right direction. Human resources, meanwhile, is an area that needs to be strengthened further. From a diversity perspective, challenges remain in areas such as the management talent pipeline, mid-career recruitment, and the development of female managers, and executive management is also keenly aware of the need to address them.

Miyai: Since joining the Company’s management, I have been struck by how seriously the Company takes ESG. Establishing a ten-year long-term vision and sharing it throughout the organization has likely played a major role. The fact that this thinking has thoroughly permeated the organization from top management to the front lines is a major strength. At the same time, that very sincerity has sometimes led to initiatives becoming too broad and diffuse. ESG is management itself when viewed as a means of enhancing corporate value, so I have argued that we should now shift toward a more proactive ESG. Products to Enhance Sustainability are at the heart of that effort. Communicating their value to society in a clear and compelling way should lead to further enhancement of corporate value.



Corporate Governance

Roundtable Discussion Between Outside Directors

Q06 What kind of human resources will SEKISUI CHEMICAL Group need to achieve future growth?

Koezuka: To compete globally in film-type perovskite solar cells, it will be more important than ever to develop global talent, including people capable of handling overseas sales and lobbying activities. The Company is also nurturing technological seeds that could become the second and third film-type perovskite solar cell businesses. With an eye to developing these technologies into businesses, the Board continues to discuss how to develop the human resources needed for long-term growth and how to acquire such talent through mid-career recruitment.

Nozaki: Overseas management talent in particular should be sent abroad at an early stage and developed through hands-on experience. We should start now, while we still have sufficient financial and human-resource capacity, with the resolve that sending 100 people abroad and having 10 emerge as successful global leaders would itself be a success.

Oeda: I believe there is room to strengthen corporate human resources, particularly executive talent, compared with talent at the divisional companies. In specialized fields such as DX and AI, an increasing number of companies are appointing executive officer-level personnel from outside, so mid-career recruitment will also become an important option for us. We are making steady progress in developing women and non-Japanese employees at the managerial level, but diversity at the executive management level is not yet sufficient. I would like to see a diverse range of people such as mid-career hires, women, and non-Japanese employees play active roles as Executive Officers.

Q07 What kind of organization is needed to encourage every employee to take on challenges?

Nozaki: When it comes to developing human resources, I believe we need to make taking on challenges part of our organizational DNA and give employees opportunities to test their capabilities. Systems are already in place for internal transfers, volunteering for new businesses, and internal competitions, but overall the institutional design can be somewhat too detailed. With a little more room for flexibility and experimentation, employees may be able to exercise their abilities more freely.

Miyai: I agree. The Company is a technology-based company, and being well managed is certainly a strength. At the same time, I sometimes feel that there is too much management and not quite enough room to experiment. I think we need to create more “white space” for people to explore.



Nozaki: Taking on challenges does not only mean creating something from zero to one. Turning 10 into 100, turning 100 into 1,000, and making one quality improvement after another are all challenges too. It's about continually pushing ourselves in small ways across everything we do. Of course, not everything will work out, but learning from small failures along the way can help us avoid bigger ones. In fact, top management itself encourages employees to take on challenges without fear of failure, and those efforts are steadily bearing fruit.

Miyai: In my four years with the Company, I've seen the concept of “challenge actions” become well understood and increasingly embraced by employees across the organization.

Q08 Finally, what do you consider most important for the Company to achieve sustainable growth?

Hatanaka: Under Innovation for the Earth, the Company is developing numerous innovative technologies and intriguing research themes. To commercialize them quickly and scale them up in global markets, however, we need to develop our own people while actively drawing on external capabilities. From a human resource development perspective, my own experience at my previous company has taught me that people are often developed more by products and businesses than by formal development programs. From this standpoint, today's growth-driving and growth-potential businesses themselves—including the interlayer film business and the film-type perovskite solar cell business—play a major role not only in enhancing corporate value but also in developing people. Expanding these opportunities to take on challenges further could lead to a form of human-resource development that is unique to the Company.

Nozaki: To make effective use of external capabilities, I also think it is important to move away from a “not-invented-here” mindset. The Company has grown through the prominence of its technologies and has a corporate culture that places great value on technological capabilities. Innovation, however, unfolds in stages: first creating something from zero to one, and then growing it. I sometimes feel that we are focusing a little too much on these initial stages. The Japan Perovskite Solar Cell Promotion Council (JPSC), is a good example. We need to pinpoint the Company's core strengths—whether in sealing technology and durability, verification technology, procurement and construction capabilities, or our ability to take on challenges—and complement them with the strengths of other companies to establish the global de facto standard. Perhaps we should take a fresh look at the Group's diverse strengths, including the enterprising, tenacious people behind our technological capabilities.

Miyai: Exactly. Although SEKISUI CHEMICAL Group is managed around its Companies, I also sense that interesting seeds may be lying in the spaces between them. By taking a cross-Company view of human resources, R&D, and other areas from a Corporate perspective, we should be able to further enhance the value of the Group as a whole.

Oeda: Considering SEKISUI CHEMICAL Group's recent scale and growth rate, I am impressed by how successfully the Company has developed so much of its talent internally. I want to see SEKISUI CHEMICAL Group build on its strong tradition of developing people and reach a new level of growth, and as an Outside Director, I will continue to support that journey.



Corporate Governance

Cross-shareholdings

Basic Policy

The Company strategically holds shares of other companies, to a limited extent, that are important business partners provided that it made the judgment on such holdings to be beneficial for the purpose of maximizing its medium- to long-term enhancement of corporate value as well as that of business partners.

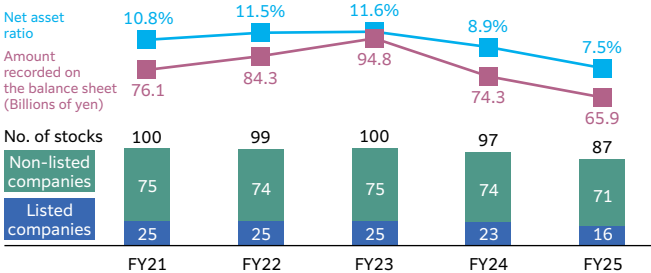
The strategic rationale shall be reviewed in an appropriate and timely manner by the Board of Directors, and we will reduce those holdings without sufficient strategic benefits or that are inconsistent with our capital policies as necessary.

Verification of the Necessity of Cross-shareholdings

In June 2025, based on the above basic policy, the Board of Directors conducted a detailed review and verification of individual cross-shareholdings, including whether the benefits and risks associated with each holding were commensurate with the cost of capital. The Company held 23 stocks as of March 31, 2025. In FY2025, the Company sold seven stocks, bringing the number of stocks held to 16 as of March 31, 2026.

As of the end of March 2026, the Company did not hold any stocks for pure-investment purposes, such as solely for gaining profits from share price fluctuations or from related dividends.

Changes in the Number of Stocks Held and the Amount of Holdings Recorded on the Balance Sheet



Criteria for the Exercise of Voting Rights Concerning Cross-shareholdings

The Company performs its monitoring function as a shareholder by exercising voting rights at shareholder meetings of each shareholding company in accordance with specific standards with respect to its established voting rights, in order to reflect perspectives of connecting the medium- to long-term enhancement of its corporate value, and after taking into consideration the strategic position of said holding, as well as dialogue and so forth with said shareholding company.

As to the exercise of voting rights, the Company applies a judgment standard, considering significance of agendas proposed by companies (including special resolution items, etc.), business performance (equity ratio, profit / loss condition, etc.) in their current fiscal year, and their business sustainability. The Company then makes the final comprehensive decision on proposals based in part on dialogue with those companies.

Remuneration for Officers

Basic Policy

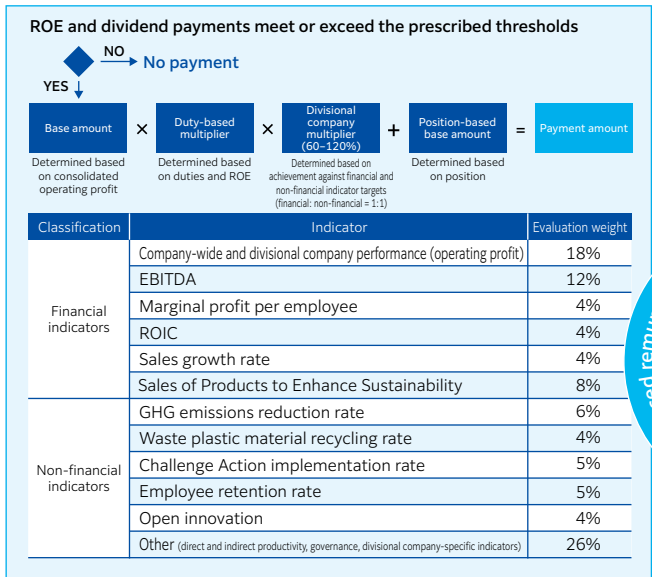
The remuneration system policy for officers of the Company is defined as follows in keeping with the corporate philosophy of the Group.

- The remuneration system should contribute to sustainable growth and the medium- to long-term improvement of corporate value for the Group
- The remuneration system should make the officers of the Company share value with shareholders and increase their awareness of shareholder-focused management
- The remuneration system should be highly connected to business performance, providing motivation for officers of the Company to achieve management plan goals
- The remuneration system should provide a framework and baseline that enables the Company to acquire and keep on staff a diverse variety of management talent in order to increase the competitiveness of the Group

Remuneration Mindset

Compensation for the Company's executive directors consists of basic remuneration (fixed remuneration), bonuses (short-term incentives), and share remuneration (medium- to long-term incentives). Remuneration for Outside Directors and corporate auditors consists solely of basic remuneration.

Remuneration for the Company's officers is determined in accordance with their position and duties. The percentage of performance-based remuneration is set so that the higher the position, the higher the percentage of performance-based remuneration, and the aspects of divisional company performance for which the director is responsible are reflected in remuneration for duties. The basic remuneration and bonuses, which are monetary remuneration, are paid periodically during the term of office, while share remuneration is paid in a lump sum upon retirement.



Process of Determining Officers' Remuneration

In order to achieve the objectives of the officer remuneration system, the Nomination and Remuneration Advisory Committee, an advisory body to the Board of Directors, deliberates on the structure and level of director remuneration and verifies the appropriateness of individual remuneration, thereby ensuring objectivity and transparency in procedures. The following is a summary of the procedures taken by the Nomination and Remuneration Advisory Committee.

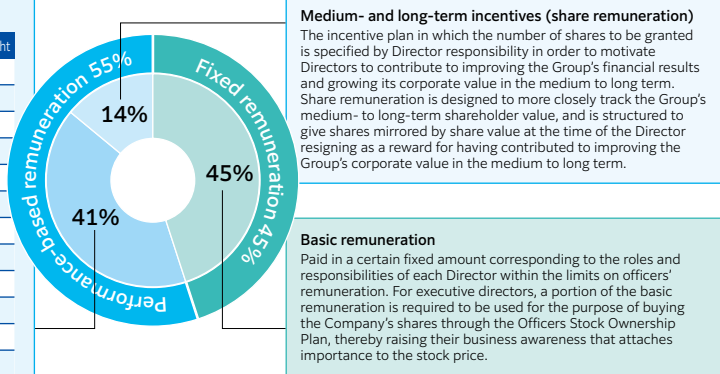
- The chairperson (Outside Director) convenes a meeting of the Nomination and Remuneration Advisory Committee.
- Proposals to the meeting are put forward by committee members and the secretariat compiles them before submitting them to the chairperson.
- The result of deliberations by the meeting is reported to the Board of Directors by the chairperson
- The decision policy for Directors' remuneration, etc., is determined ultimately by the Board of Directors by adhering to the report. In determining the policy, members of the committee and Directors are required to do so from a perspective of whether it will help enhance the Company's corporate value and ultimately the common interest of shareholders, and Company's management. Furthermore, the purpose of the policy determination must not be for the personal benefit of the Company or any third party, including the Company's management.
- The specific amounts of individual remuneration of Directors, the payment timing, and the payment methods are also determined ultimately by the Board of Directors by adhering to the opinions of this Committee.

Officer Remuneration in FY2025

(Millions of yen)

Classification	Basic remuneration		Bonus		Share remuneration		Total	
	Number of eligible officers	Amount	Number of eligible officers	Amount	Number of eligible officers	Amount	Number of eligible officers	Amount
Directors	13	418	7	312	7	109	13	841
(Of which Outside Directors)	5	72	—	—	—	—	5	72
Audit & Supervisory Board Members	6	83	—	—	—	—	6	83
(Of which Outside Audit & Supervisory Board Members)	3	36	—	—	—	—	3	36

Note: The amount of remuneration, etc. does not include ¥48 million in employee salaries and bonuses paid to Directors who concurrently serve as employees.

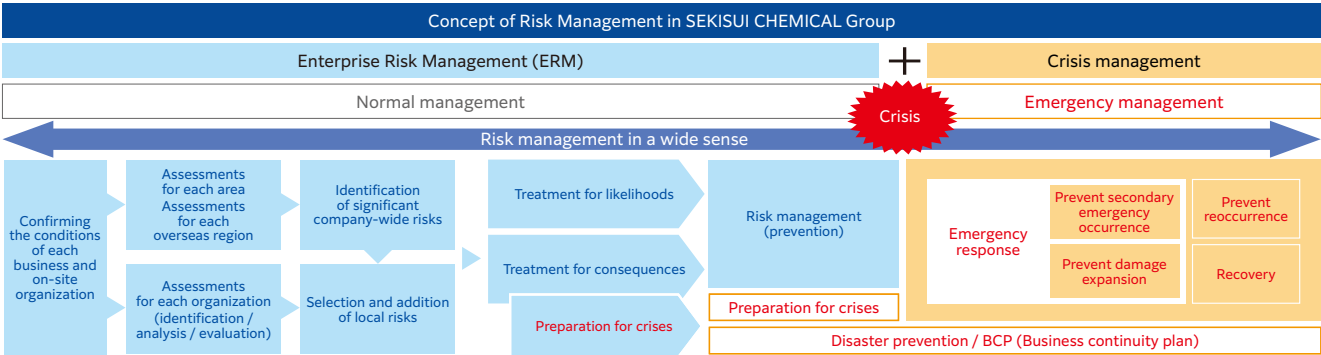


Risk Management

In order to realize our long-term vision in a drastically changing business environment, it is essential for us to actively and decisively take risks and earn the trust, expectations, and sense of security of our stakeholders. We believe that risk control and resilience are the keys to achieving this, and we have positioned risk management as one of the foundations of our management.

Risk Management System

SEKISUI CHEMICAL Group takes an integrated approach to risk management that encompasses activities to prevent risks from materializing (Enterprise Risk Management: ERM) and activities to minimize their impact should they materialize (crisis management). This creates a system that can respond flexibly to ever-changing risks and crises in accordance with the organization's situation. In addition, we have built a system that allows us to determine the state of disasters and accidents quickly should they occur through a global emergency contact network, and have strengthened employee training to ensure an appropriate initial response.



Initiatives for Company-wide Risk Management (ERM)

The Group regularly monitors risks and opportunities based on their importance. First, we obtain a comprehensive understanding of the issues for society and the Group from laws, soft law, disclosure regulations, stakeholder engagement, and expert dialogues in each country. These issues are then scored according to three axes: their impact, likelihood of occurrence, and ripple effects along the value chain, and reflected in a company-wide risk map. The Company discusses these issues in the Company-wide Risk Review Committee, which includes the chairpersons of each committee and meets once a year. Through these discussions, the Company identifies and prioritizes short-, medium-, and long-term issues that may pose risks or opportunities for the sustainability of society and the sustainable growth of the Group. [P.14 Risks and Opportunities](#)

The identified issues are reviewed by the Sustainability Committee, approved by the Board of Directors, recognized as important, and reflected in the strategies and execution plans of the entire Company and each divisional company. Among these, we mandate the assessment of company-wide critical risks, which have a high potential to lead to major incidents, in organizational risk management activities to prevent the occurrence of such major incidents.

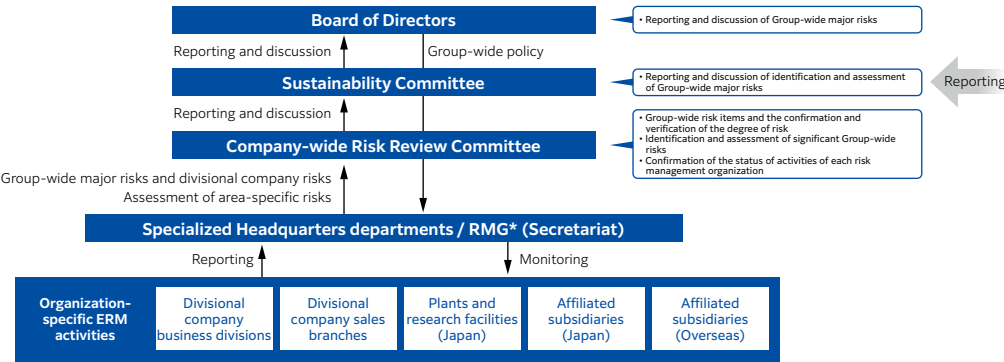
In organizational risk management activities, we have introduced a unique global risk management system called DDB (Digital Dashboard) to visualize the identification, assessment, and progress of responses to various risks. The status and progress of responses to each risk are databased, ensuring the efficiency and accountability of risk management activities through mutual referencing of DDB across organizations.

Crisis Management

In accordance with the "SEKISUI CHEMICAL Group Crisis Management Guidelines" established based on the "Basic Policies for Internal Control Systems," SEKISUI CHEMICAL Group has established an emergency headquarters to respond promptly and appropriately in the event of an emergency situation that is deemed to have an impact on business continuity, and has built a system for periodic reviews and drills. In the event of a major incident or the threat of one, the Company has established a system to report the situation to the Board of Directors in a timely manner.

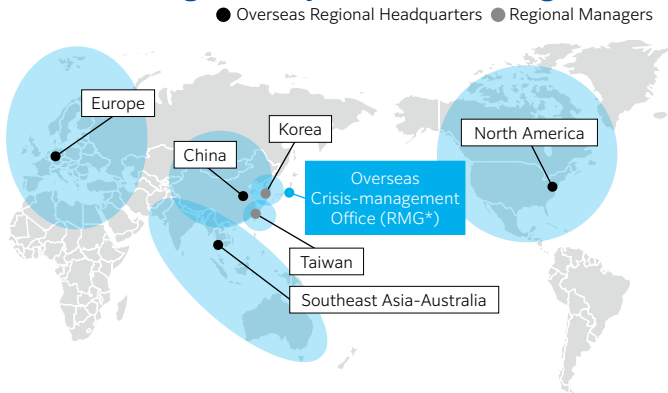
Overseas, we have appointed regional managers responsible for the six crisis management regions, including the four regions operated by an overseas regional headquarters, and they will work together with the overseas crisis management secretariat to collect and share information, issue timely alerts, and lead initial responses.

Overview of Company-wide ERM Activities



*RMG: Risk Management Group

Crisis Management System and Coverage Areas



Respect for Human Rights

SEKISUI CHEMICAL Group recognizes its responsibility to respect the human rights of all people affected by its business activities. In order to strengthen our sustainable management foundation, we believe it is necessary to take action to respect the human rights not only of our Group employees, but also of our business partners and other stakeholders in various fields.

SEKISUI CHEMICAL Group's Human Rights Policy https://www.sekisuichechemical.com/sustainability_report/basic_policies/

Promotion System

In FY2022, SEKISUI CHEMICAL Group established the Human Rights Committee under the Sustainability Committee to strengthen its response to a wide range of human rights issues in a cross-organizational manner, and is promoting initiatives accordingly.

Beginning in FY2024, we reorganized the structure by establishing a new Human Rights Committee

as one of seven committees under the Sustainability Committee and repositioning the former Human Rights Committee beneath it as the Human Rights Promotion Committee.

The Human Rights Committee is composed of the Director and head of the Human Resources Department as Chairman and the heads of each specialized headquarters department. The committee is responsible for formulating Groupwide policies on human rights. At the same time, four working groups linked to the Human Rights Promotion Committee draft and implement specific measures.

We will promote human rights initiatives throughout the Group by sharing the policies and measures established by the Human Rights Committee and each working group with the relevant departments of the Company's headquarters and divisional companies, and by applying these down to the business site level. In FY2025, the Human Rights Committee met once and the Human Rights Promotion Committee met six times.

Human Rights Due Diligence

SEKISUI CHEMICAL Group conducts human rights due diligence* by prioritizing the potential human rights risks based on expert dialogue and analyses by specialized organizations, while identifying high-risk sites through simultaneous surveys in the form of questionnaires to all areas.

* Human rights due diligence: An ongoing process of analyzing, assessing, and identifying whether there is a possibility of negative human rights impacts (human rights risks) in the company's business activities, and if so, creating and addressing mechanisms to prevent such impacts.

Human rights interview at an overseas production site

Targets:
HPP Company: SEKISUI DLJM MOLDING PRIVATE LTD.

Implementation method:
Questionnaires, follow-up interviews, and on-site inspections conducted by third-party organizations

Survey content:
Discrimination and harassment, fair wages, appropriate working hours, leave and time off, freedom of association and the right to collective bargaining, respect for women's rights, etc.

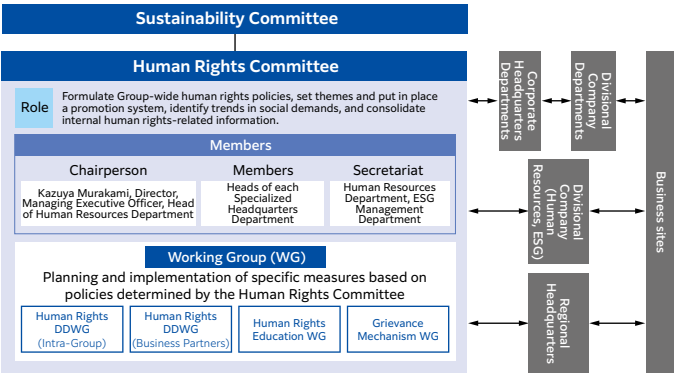
Results
Although the interviews identified no significant adverse impacts on employees' human rights, they identified areas for improvement in the workplace environment, including ensuring appropriate working hours, enhancing transparency regarding employment conditions and compensation, respecting the rights of female employees, ensuring occupational safety and health, and improving access to remedy. SEKISUI DLJM MOLDING PRIVATE LTD. formulated a remediation plan and took measures to address these issues.

Human rights interviews at domestic manufacturing sites and construction sites

Targets:
Housing Company: Human rights interviews were conducted with 11 foreign-national employees and four managers from four contractor companies at construction sites, as well as with 14 foreign-national employees and one manager from an on-site contractor company at a domestic manufacturing site.
Urban Infrastructure & Environmental Products Company: Human rights interviews were conducted with 100 foreign-national employees and one manager from an on-site contractor company at a domestic manufacturing site.

Implementation method:
Questionnaires, follow-up interviews, and on-site inspections conducted by third-party organizations

Results:
All six companies assessed received ratings exceeding the appropriateness criteria in areas including recruitment, labor management, internal communication, human rights, and employee engagement, and were recognized as appropriate employers of foreign nationals. Meanwhile, areas identified for future improvement mainly included evaluation systems, Japanese language training, and career development programs. Feedback on these issues was provided to the business partners.



Responsible Procurement

SEKISUI CHEMICAL Group has established the Basic Procurement Policy as its CSR Procurement Policy to ensure responsible procurement, in consideration of society and the environment, and posts and discloses this policy on its website. In September 2024, we also revised our Responsible Mineral Procurement Statement (policy) in order to respond to the growing gravity of social issues and expanding social demands in recent years, such as human rights, sustainability, and anticorruption in the supply chain.

SEKISUI CHEMICAL Group Basic Procurement Policy https://www.sekisuichechemical.com/sustainability_report/basic_policies/#anc-P08

Additionally, the Sustainable Procurement Guidelines (Supplier Code of Conduct), which summarize the items that the Group and its suppliers aim to achieve in procurement, are in line with the 10 Principles of the United Nations Global Compact, the Guiding Principles on Business and Human Rights, and the SEKISUI CHEMICAL Human Rights Policy. The guidelines represent standards to be complied with by the Group and all business partners involved in the production of products.

The Sustainable Procurement Guidelines (Supplier Code of Conduct) https://www.sekisuichechemical.com/about/assets/pdf/GuidelinesForSustainableProcurement_20230303.pdf

Sustainable Timber Procurement

The Group has established the Sustainable Timber Procurement Guidelines to ensure procurement in line with its Timber Procurement Policy. In addition to procuring legally harvested timber, we aim to reduce the negative impacts of deforestation on the human rights of indigenous peoples and the environment. A questionnaire survey covering tree species, logging sites, and other relevant information was conducted among 73 suppliers. For suppliers handling raw materials derived from endangered species and sourced from high-risk countries, interviews were conducted to verify traceability. In particular, suppliers were requested to exclude timber originating from Sarawak, Malaysia, which is considered to pose the highest risk. As a result, we directly confirmed with our business partners that no such timber was procured in FY2025.

Responsible Mineral Procurement Survey

The Group holds in-house training sessions to deepen understanding of the background of conflict minerals and related social issues, including human rights violations such as child labor. This training was conducted prior to the survey based on the Responsible Mineral Procurement Survey Manual. The survey covered 55 sites in Japan and overseas that handle the target minerals. As a result, smelters were identified for 85% of the raw materials containing the target minerals in Japan, while smelter information for the remaining 15% was not disclosed. Overseas, smelters were identified for 100% of raw materials containing the target minerals.

Responsible Mineral Procurement Survey method

Target risks	• Whether they fund armed insurgents • Overall human rights violations, including child labor
Target regions	• CAHRAs (EU Conflict Mineral Regulation): 28 countries • The Democratic Republic of Congo and neighboring countries: 10 countries Total: 34 countries (due to duplication)
Target minerals	• 3TG (tantalum, tungsten, tin and gold) + cobalt, mica
Target raw materials	• Raw materials containing target minerals
Report contents	• Number of companies and products about which customers have made inquiries • List of raw materials, names of target minerals, refineries, countries of origin, etc. • Response for high- and medium-risk cases