

## SEKISUI CHEMICAL Group’s New Medium-term Management Plan “Accelerate 2028” —From preparations to “Accelerating Growth Through Tangible”—

SEKISUI CHEMICAL CO., LTD. (President and Representative Director: Ikusuke Shimizu; hereinafter, “SEKISUI CHEMICAL”) has formulated its medium-term management plan “Accelerate 2028” (hereinafter, “the Plan”), as the crucial third phase toward the realization of its long-term vision “**Vision 2030**”

[Roadmap for Achieving the long-term vision “**Vision 2030**”]



Under the previous medium-term management plan “Drive 2.0,” SEKISUI CHEMICAL implemented preparations for future growth and strategic investments in existing businesses, while also expanding products to enhance sustainability and fostering a culture in which employees take on challenges. In this way, SEKISUI CHEMICAL has steadily promoted initiatives aimed at achieving both a sustainable society and the sustainable growth of the SEKISUI CHEMICAL Group.

Under the Plan, toward the realization of its long-term vision “**Vision 2030**”, SEKISUI CHEMICAL will implement initiatives over the three-year period from fiscal 2026 to fiscal 2028 and implement proactive ESG management through the two wheels of “Business Strategy” and “Foundation Strengthening”, thereby advancing the shift toward accelerated growth through continuing preparations and creating results.

SEKISUI CHEMICAL will steadily launch new businesses, including the film-type perovskite solar cell business, expand growth drivers through strategic investments, and further expand and create products to

enhance sustainability based on its strategic area map. Through these initiatives, SEKISUI CHEMICAL will continue expanding contributions to resolving social issues and creating peace of mind for the future.

[Policies and Basic Strategies of the Medium-term Management Plan “Accelerate 2028”]

**Implementing proactive ESG management through the dual pillars of “business strategy” and “foundation strengthening” to accelerate toward realizing Vision 2030**



■SEKISUI CHEMICAL Group Medium-term Management Plan “Accelerate 2028” Overview

Policy	Implementing proactive ESG management through the dual pillars of “business strategy” and “foundation strengthening” to accelerate toward realizing Vision 2030
Basic Strategy	<p>◆ <b>Business Strategy</b></p> <p>— <b>Create results from preparations and continuously strengthen earning power</b> Expand and create Products to enhance sustainability based on the strategic domain map</p> <ul style="list-style-type: none"> <li>• <b>Innovation Areas: Continue preparations and accelerate the creation of results</b> Reliably launch and expand the perovskite solar cell business</li> <li>• <b>Enhancement Areas: Expand growth drivers</b> Secure returns through strategic investment Relentless structural reform</li> </ul> <p>◆ <b>Foundation Strengthening</b></p> <p>— <b>Continuously strengthen ESG management</b> Expand contribution to sustainable growth and creating results from preparations</p> <ul style="list-style-type: none"> <li>• <b>HR Strategy: Empowering Prominent Human Resources</b> Foster a culture of taking on challenges</li> </ul>

	<p>Deepen the right person for the right position Proactive diversity</p> <ul style="list-style-type: none"> <li>• <b>R&amp;D Strengthening Strategy: Creating Prominence in Technologies</b> Accelerate new product development around TPF Take on the challenge of research innovation using MI</li> <li>• <b>Strengthening Portfolio Management</b> Implement focused allocation of management resources with an eye on capital efficiency</li> <li>• <b>Strengthening Internal Control</b> Eliminate serious incidents, establish management foundations in new business divisions</li> <li>• <b>DX Strategy</b> Accelerate productivity improvements through digital transformation</li> </ul> <p>◆ <b>Environmental Strategy</b> Advance carbon neutrality and implement the circular economy</p>
Key Performance Targets	<p>Fiscal 2028 Net Sales: 1,600 billion yen, Operating income: 150 billion yen, ROE: 11%</p>
Materiality KPI	<ul style="list-style-type: none"> <li>◆ <b>Realizing a carbon neutral society</b></li> <li>◆ <b>Realizing a circular economy</b></li> <li>◆ <b>Realizing a safe and comfortable society</b></li> <li>◆ <b>Realizing a healthy and well-served society</b> GHG emissions reduction rate(vs. FY2019): -49% Waste plastic material recycling rate: 75% Net sales from Products to enhance sustainability : 1,190 trillion yen Of which, premium sector: 600. billion yen</li> <li>◆ <b>Empowering prominent human resources</b> Challenge action rate: 72%</li> <li>◆ <b>Creating prominence in technologies</b> Number of DR0*1 passes (new indicator): Aim for 100% or more of the plan achievement</li> <li>◆ <b>Strengthening internal control</b> Serious incidents: 0</li> <li>◆ <b>Strengthening portfolio management</b> ROIC: 8% or higher EBITDA 226.0 billion yen</li> </ul>

\*1 Internal review concerning the creation of new development themes

■ Reference Link

Medium-term Management Plan “Accelerate 2028” (FY2026–FY2028)

<https://www.sekisuichemical.com/ir/presentations/vision/>