

Introduction of the Asahi Kasei Group

Advancing solutions to the world's issues

In accordance with our Group Mission of contributing to life and living for people around the world, Asahi Kasei is working to address a variety of issues in society while flexibly transforming our business portfolio. We have made many innovations, such as Saran Wrap™ food wrapping film and Hebel Haus™ long-life homes for the Japanese market, and invented the basic configuration of the lithium-ion battery, which has become an essential component of mobile devices and electric vehicles.

The world faces several challenges today, including carbon neutrality and achieving a society of healthy longevity. Asahi Kasei will continue to meet society's expectations for innovation by leveraging our diverse intangible assets, such as technology, intellectual property, and human resources, cultivated throughout our over 100-year history as we strive forcefully ahead for a better tomorrow.

Koshiro Kudo

President

Creating for Tomorrow

The commitment of the Asahi Kasei Group:

To do all that we can in every era to help the people of the world
make the most of life and attain fulfillment in living.

Since our founding, we have always been deeply committed
to contributing to the development of society,
boldly anticipating the emergence of new needs.
This is what we mean by "Creating for Tomorrow."



Corporate profile

Trade name Asahi Kasei Corp.

Founding May 25, 1922

Head Office Tokyo, Japan

Paid-in capital ¥103,389 million

Employees 50,352

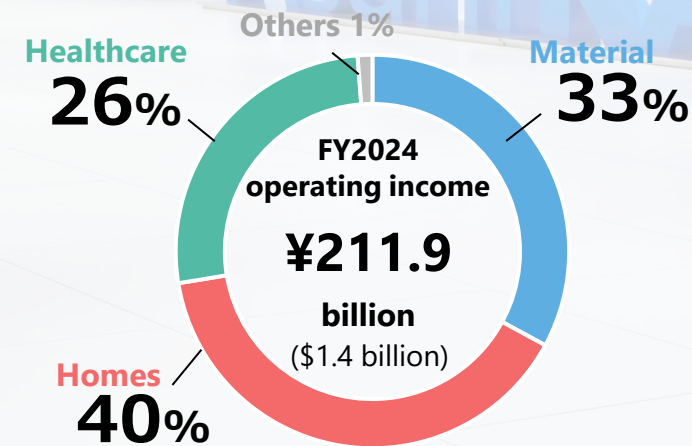
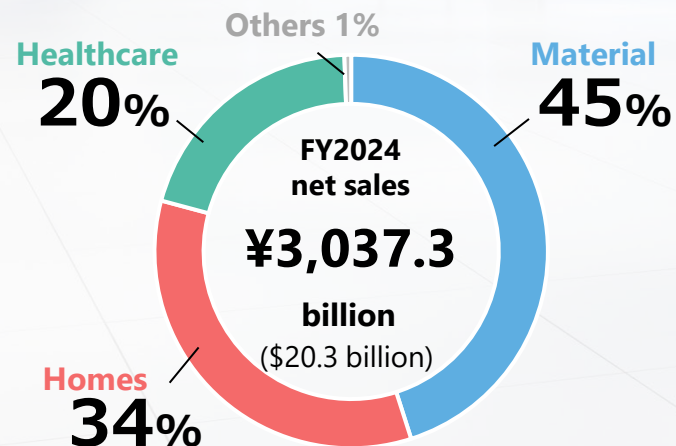
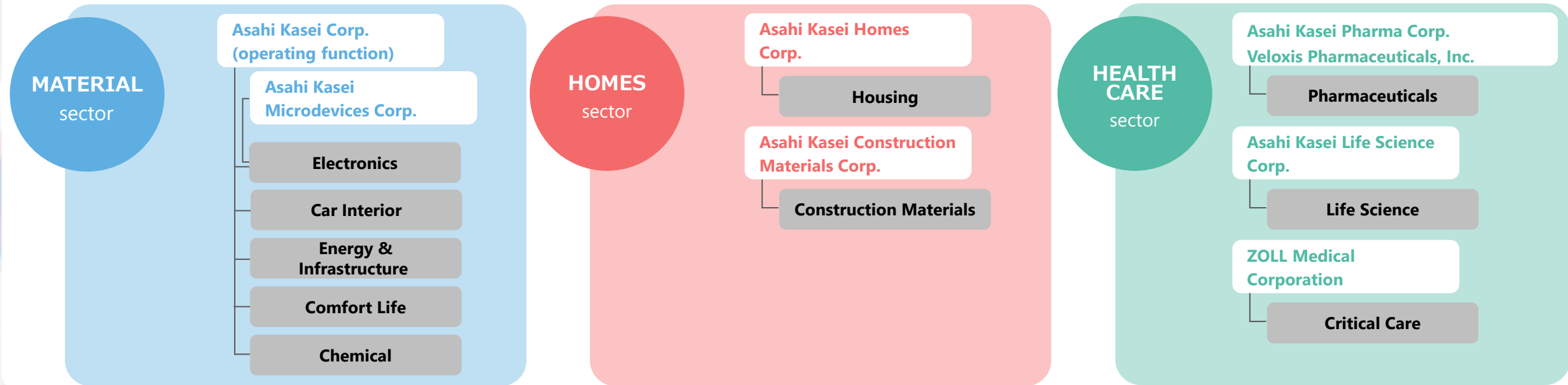
(consolidated, as of March 31, 2025)



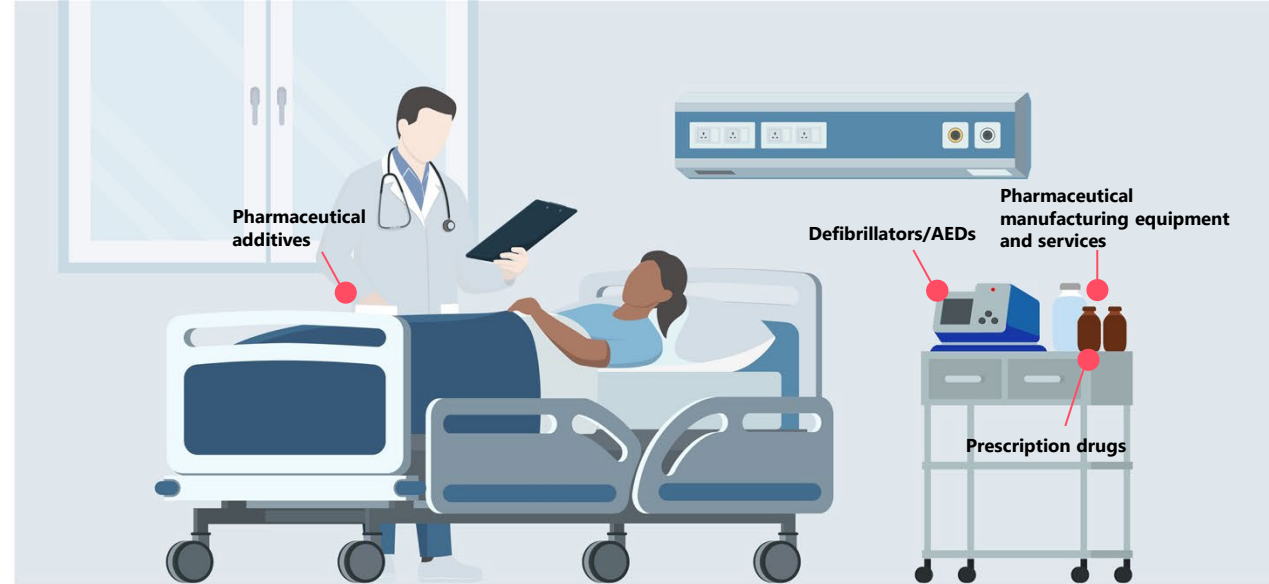
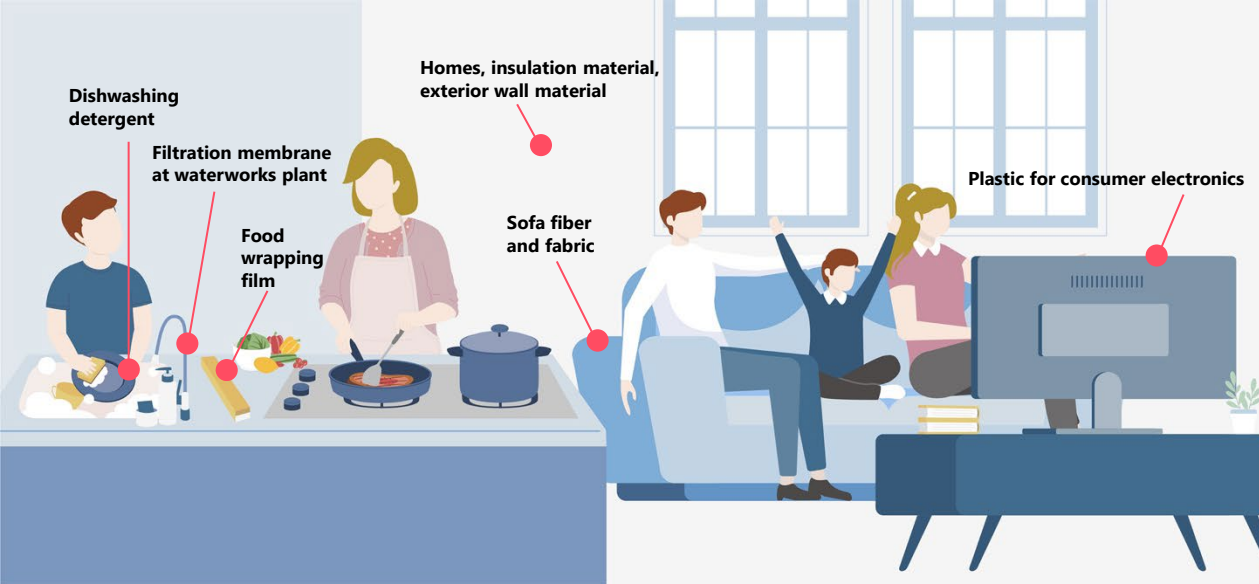
AsahiKASEI

Management configuration

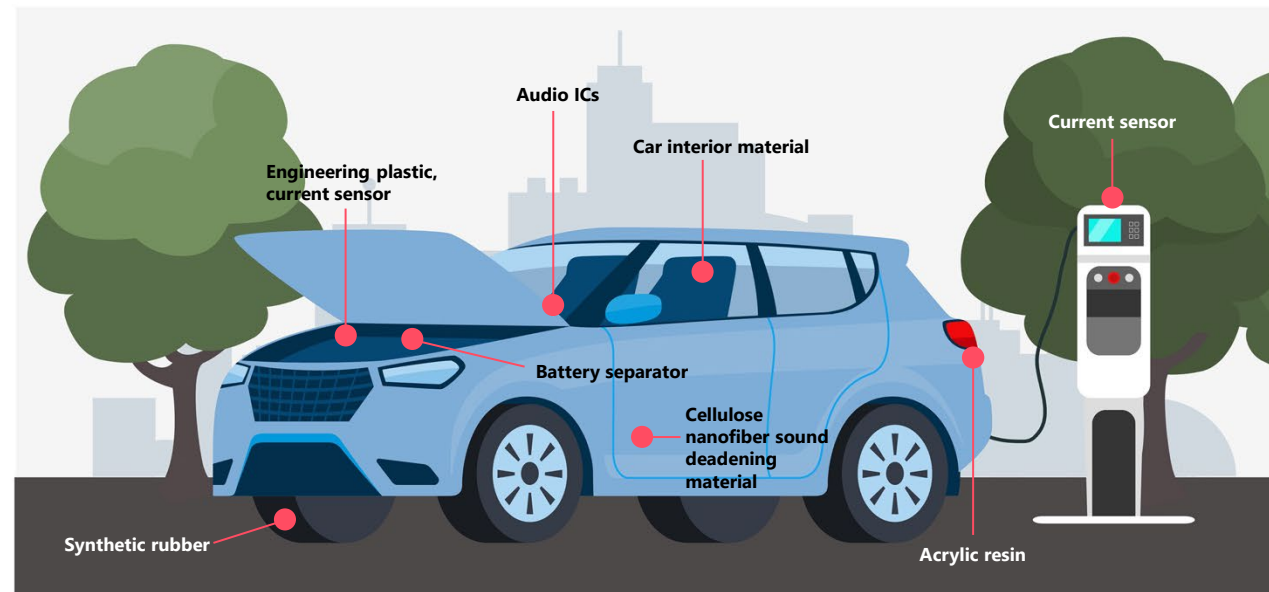
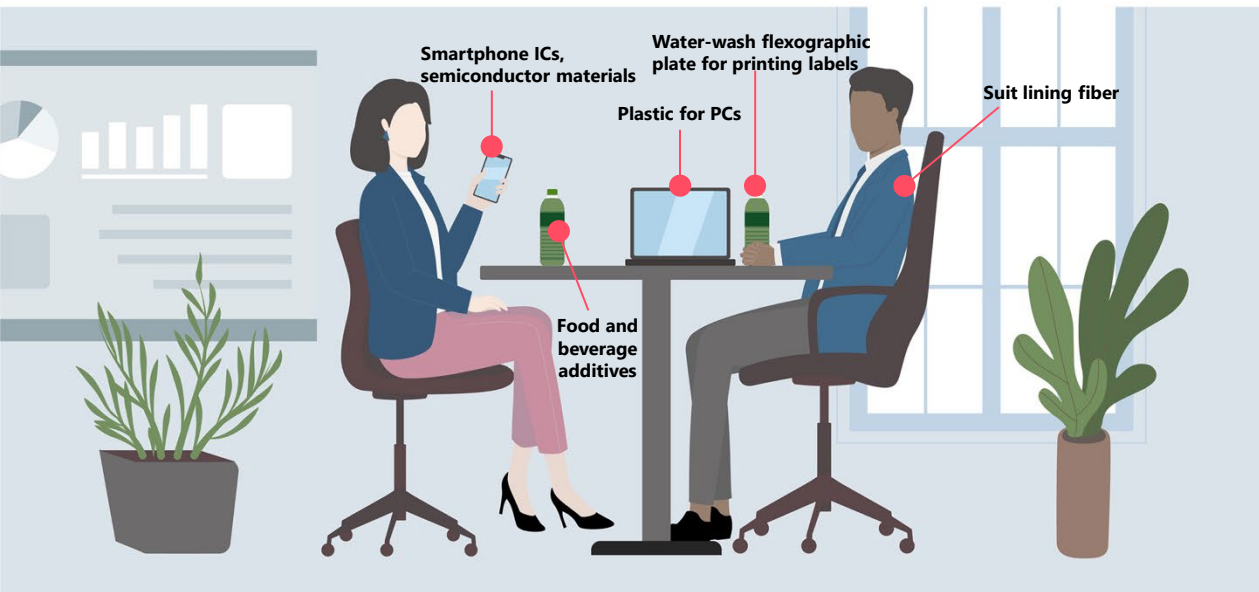
Asahi Kasei Corp. (Holding company function)



(Percentages excluding corporate expenses and eliminations)

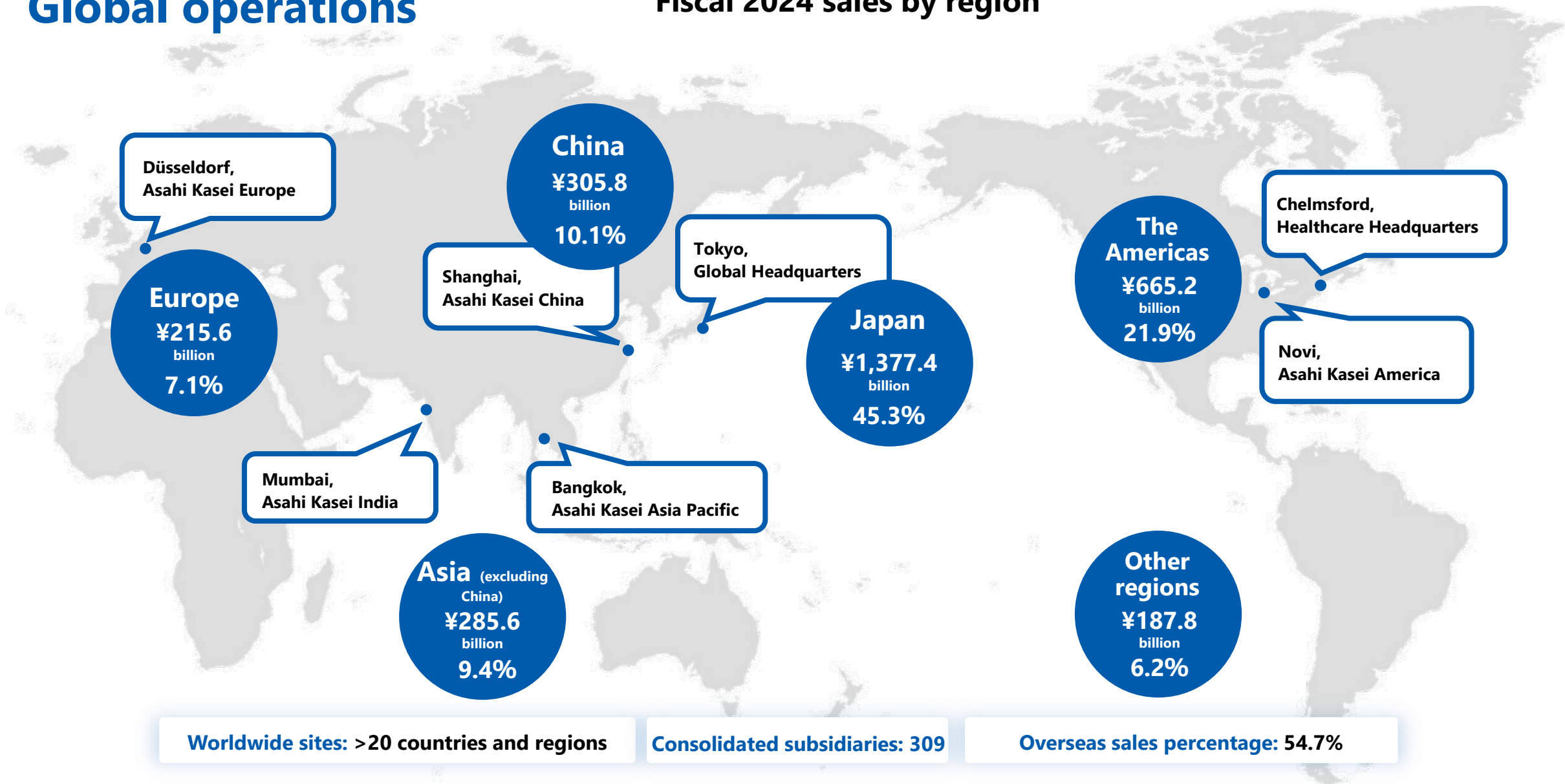


Asahi Kasei products and technologies that support life and living



Global operations






Fiscal 2024 sales by region



Note: Figures for consolidated net sales

Business portfolio transformation and contributing to solutions for society

Material Homes Healthcare Others

Era	Social context	Evolution of business and sales breakdown	<ul style="list-style-type: none"> ● New business, M&A ○ Withdrawal, downsizing, divestiture
1920s–1950s	Development of the chemical industry and modern agriculture	 <p>Founding and Japan's first production of synthetic ammonia</p> <p>¥56 million (FY1940 net sales)</p>	<ul style="list-style-type: none"> ● Ammonia ● Chemical fertilizer ● Plastics ● Regenerated fibers ● Synthetic fibers ● Foods
1960s–1970s	Post-war recovery and sufficiency of daily necessities	 <p>Expansion into petrochemicals, homes, healthcare, and electronics</p> <p>¥44.9 billion (FY1960 net sales)</p>	<ul style="list-style-type: none"> ● Consumables ● Synthetic rubber ● Artificial kidneys ● Petrochemicals ● Unit homes ● Construction materials
1980s–1990s	Better quality homes, expansion of medical care, development of public infrastructure	 <p>Supply of LSIs, lithium-ion batteries and other key components for information devices</p> <p>¥800.1 billion (FY1980 net sales)</p>	<ul style="list-style-type: none"> ● Electronic components ● Apartment buildings ● Pharmaceuticals ○ Foods ● LIB separator ● Thermal insulation ● Virus removal filters
2000s–2010s	Greater efficiency and convenience (cell phones, personal computers, audio-visual equipment)	 <p>Accelerating globalization through M&A, expanding the healthcare business</p> <p>¥1,269.4 billion (FY2000 net sales)</p>	<ul style="list-style-type: none"> ● Electronic compass ○ Petrochemical business restructuring ○ Viscose rayon, acrylic fiber, polyester ○ Liquors ● Critical care devices
2020s	Resolving environmental issues, achieving healthy longevity	 <p>Aiming for sustainability with businesses and technologies offering solutions to global issues such as climate change and unmet medical needs</p> <p>¥3,037.3 billion (FY2024 net sales)</p>	<ul style="list-style-type: none"> ● Hydrogen production system (verification trials) ● Sleep apnea diagnosis and treatment devices ● CDMO operation ○ Photomask pellicles ● Overseas homes

Business diversification by taking on challenges with core technologies in new fields

1931

Establishment of Asahi Kasei

Establishment of Nobeoka Ammonia Fiber Co., Ltd., producing ammonia, nitric acid, and other chemicals

1922

Founding of Asahi Kasei

Establishment of Asahi Fabric Co., Ltd.

1935

Start of food product business

Production of monosodium glutamate begins



1967

Start of construction materials business

Production of "Hebel™" autoclaved aerated concrete (AAC) panels begins



1968

Start of petrochemicals business

Establishment of Sanyo Petrochemical Co., Ltd.

1972

Start of homes business

Sale of Hebel Haus™ unit homes begins



Founding

Growth as a diversified chemical manufacturer

Further diversifying

1957

Start of plastics business

Asahi-Dow begins production of polystyrene



1960

Start of fabricated plastic product business

Saran Wrap™ introduced to Japanese market



1959

Start of synthetic fiber business

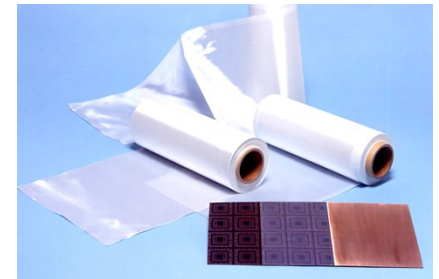
Production Cashmilon™ acrylic staple fiber begins



1971

Start of electronics business

Establishment of Asahi-Schwebel Co., Ltd.



Accelerating globalization by anticipating emerging needs

1974

Start of medical device business

Production of artificial kidneys begins



1980

Establishment of Miyazaki Electronics Co., Ltd.
(now Asahi Kasei Electronics Co., Ltd.)
Production of Hall elements begins

1982

Reinforcement of plastics business

Merger of Asahi-Dow

2012

Expansion to critical care business

Acquisition of ZOLL Medical Corporation of the U.S.



2020

Reinforcement of pharmaceuticals business

Acquisition of Veloxis Pharmaceuticals, Inc. of the U.S.

2022

Centennial
of founding

Further diversifying

Further globalizing

Trailblazer Opportunities

1978

Start of pharmaceuticals business

Sale of Sunfural™ oral anticancer agent begins



1983

Start of LSIs business

Establishment of Asahi Microsystems Co., Ltd.



2017

Start of overseas homes business

Capital alliance with McDonald Jones Homes of Australia
(establishment of Synergos Companies in the U.S. in 2019,
launch of NEX Building Group in Australia in 2021)



2022

Expansion to CDMO business

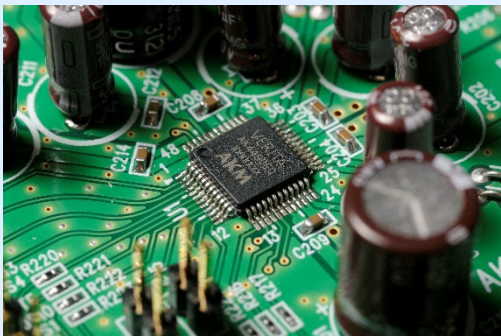
Acquisition of Bionova Scientific, LLC of the U.S.



Material sector

Electronics

Operating company **Asahi Kasei Corp.,
Asahi Kasei Microdevices**



Products

Electronic devices, electronic materials, LED etc.

Car Interior

Operating company **Asahi Kasei Corp.**



Products

Artificial suede, etc.

Energy & Infrastructure

Operating company **Asahi Kasei Corp.**



Products

Water treatment membranes, ion-exchange membrane chlor-alkali process separators, etc.

Comfort Life

Operating company **Asahi Kasei Corp.**



Products

Kitchen & household products, photosensitive materials, fibers, additives, clads & anchors, etc.

Chemical (Performance Chemical, Essential Chemical)

Operating company **Asahi Kasei Corp.**



Products

Basic chemicals, monomers, polymers, synthetic rubber, elastomers, foamed products, performance polymers, etc.

Homes sector



Housing

Operating company

Asahi Kasei Homes

Products

Unit homes, apartment buildings, condominiums, residential land development, etc.

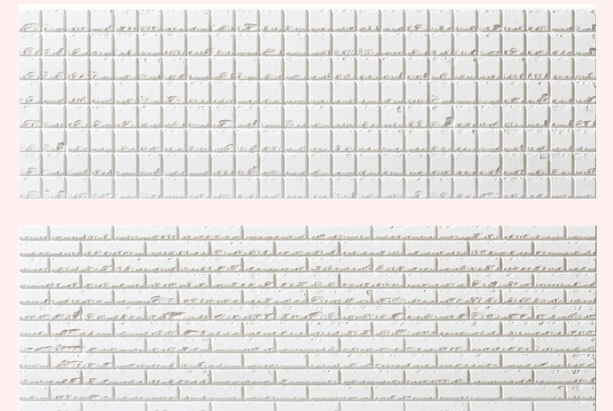
Construction Materials

Operating company

Asahi Kasei Construction Materials

Products

Autoclaved aerated concrete (AAC), thermal insulation, foundation systems, structural systems and components, etc.



Healthcare sector



Pharmaceuticals

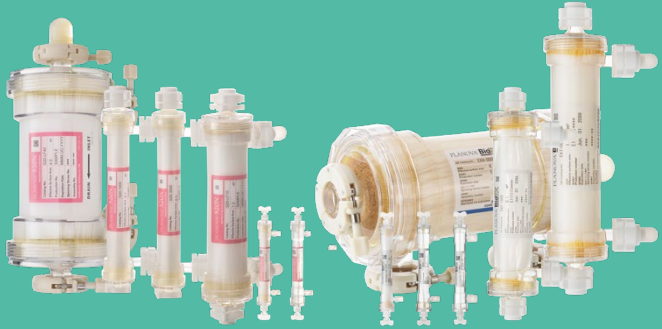
Operating companies Asahi Kasei Pharma, Veloxis Pharmaceuticals

Products Prescription drugs, diagnostic reagents, etc.

Life Science

Operating company Asahi Kasei Life Science

Products Bioprocess products and services, etc.

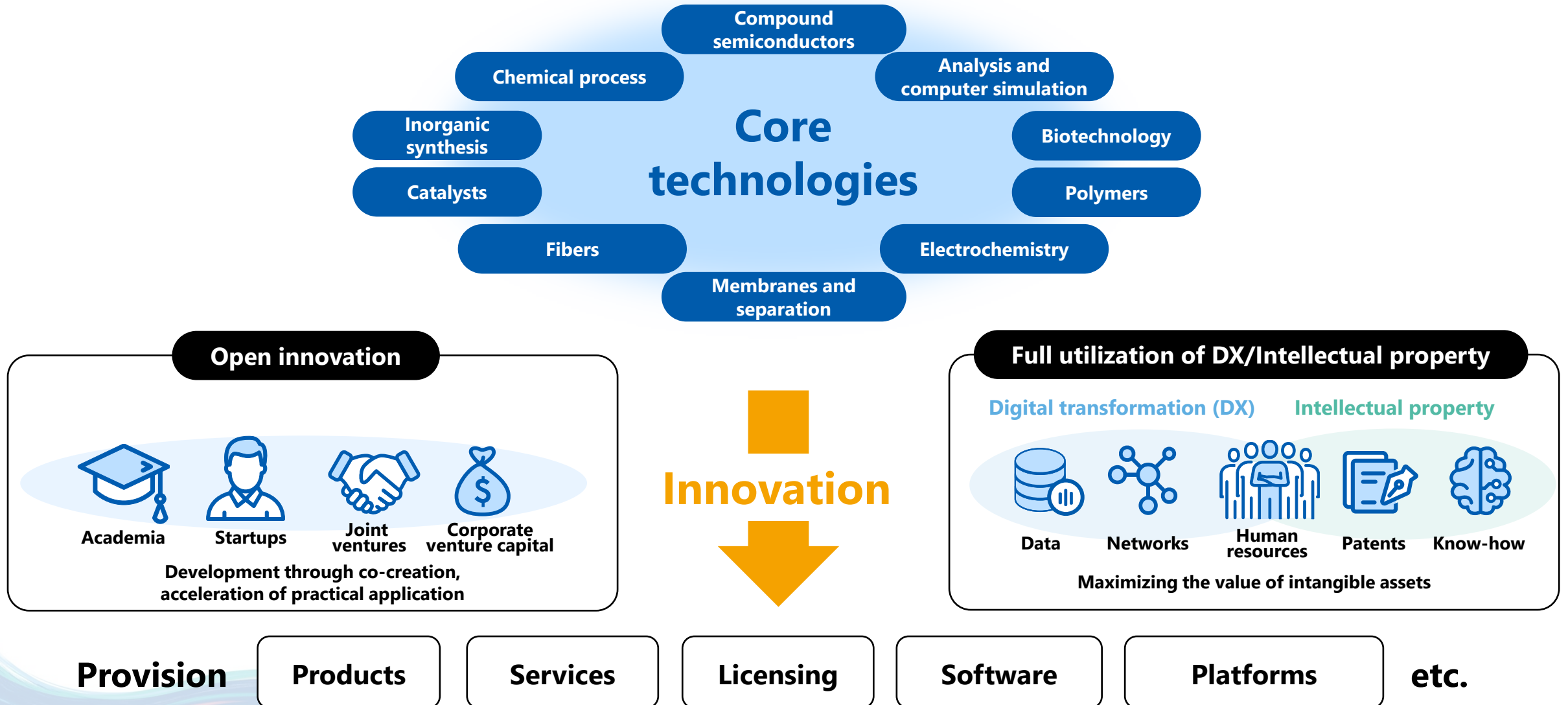


Critical Care

Operating company ZOLL

Products Defibrillators, ventilators, home sleep apnea test, etc.

Creating new businesses with products and services leveraging core technologies



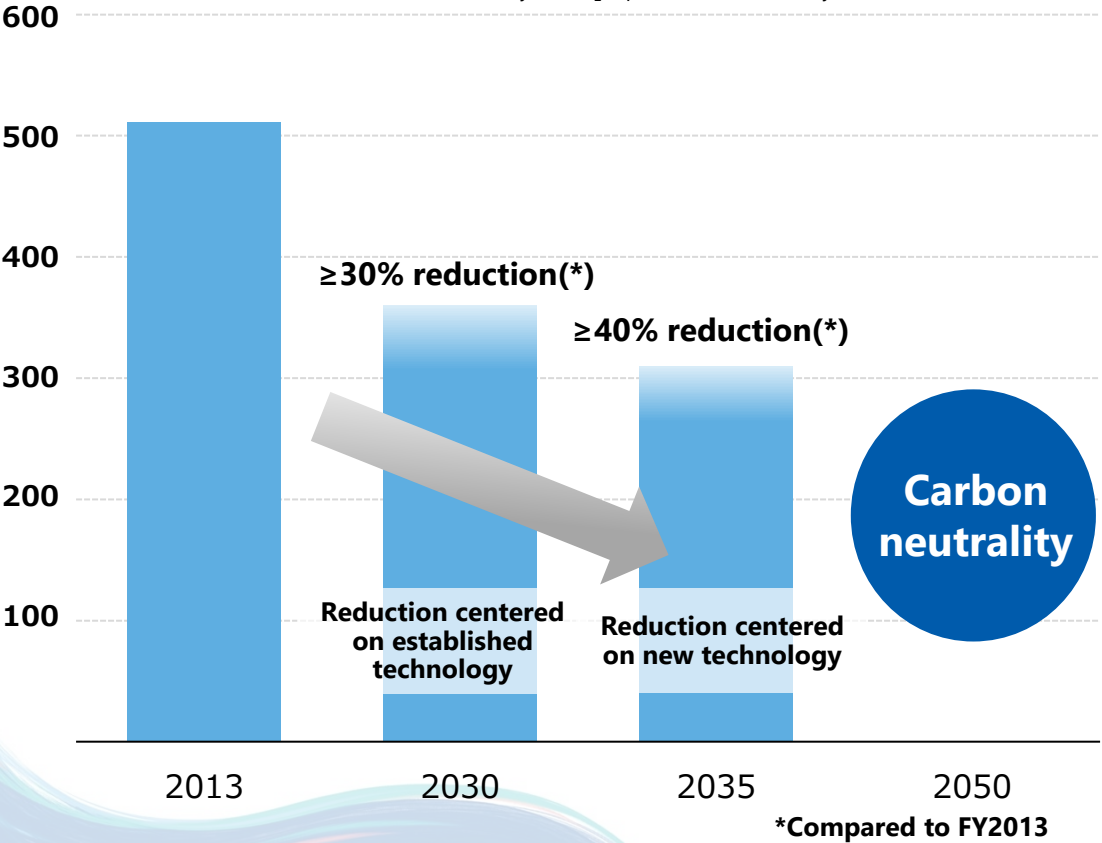
Green transformation (GX)

Reducing GHG emissions for the goal of carbon neutrality by 2050

Reducing our own GHG emissions

GHG emissions
(million t-CO₂e)

Established technology: Low-carbon in-house power generation, purchase of non-fossil power, process improvement and innovation, etc.
New technology: Carbon-neutral generation of electricity and steam (alkaline water electrolysis, CO₂ separation and recovery), etc.

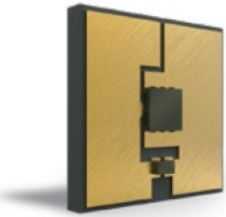


Reducing GHG emissions in society

Environmental Contribution Products (main examples shown)



Lithium-ion battery separators



UVC LEDs for water sterilization



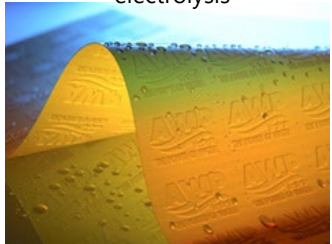
Ion-exchange membrane process for chlor-alkali electrolysis



Neoma Foam™ insulation material



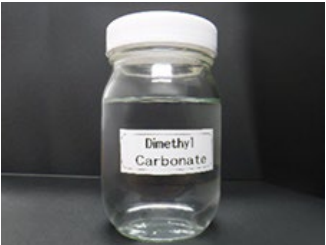
Hebel Haus™ unit homes



AWP™ water-washable flexographic printing plate



Production processes for polycarbonate (left) and dimethyl carbonate (right) using CO₂ as a raw material

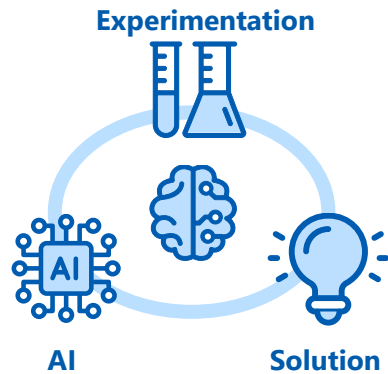


Dinamica™ artificial suede

Digital transformation (DX)

Leveraging digital technology to drive business model transformation and value creation

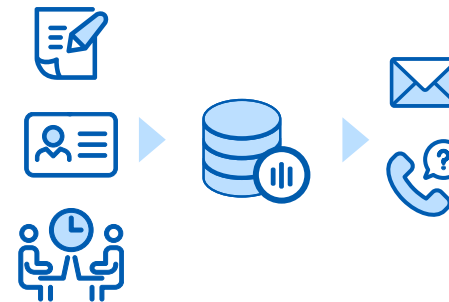
Materials informatics (MI)



Smart factories



Marketing automation



IP landscaping



Major DX initiatives at Asahi Kasei

DX example

Heightening performance of Planova™ virus removal filter

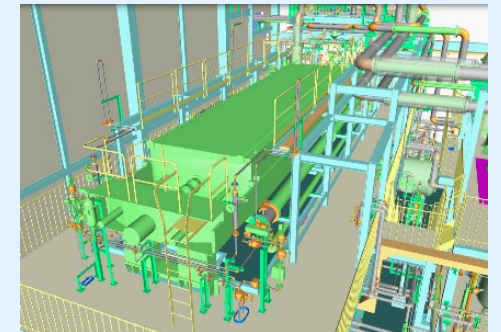
MI was applied to identify combinations of manufacturing process conditions that could not be found by experimentation alone. Developed highly competitive new product with superior flux.



DX example

Factory transformation with digital twin

A 3D model is used to optimize operations, enhance and remotely manage service and maintenance, and reduce operator workload.



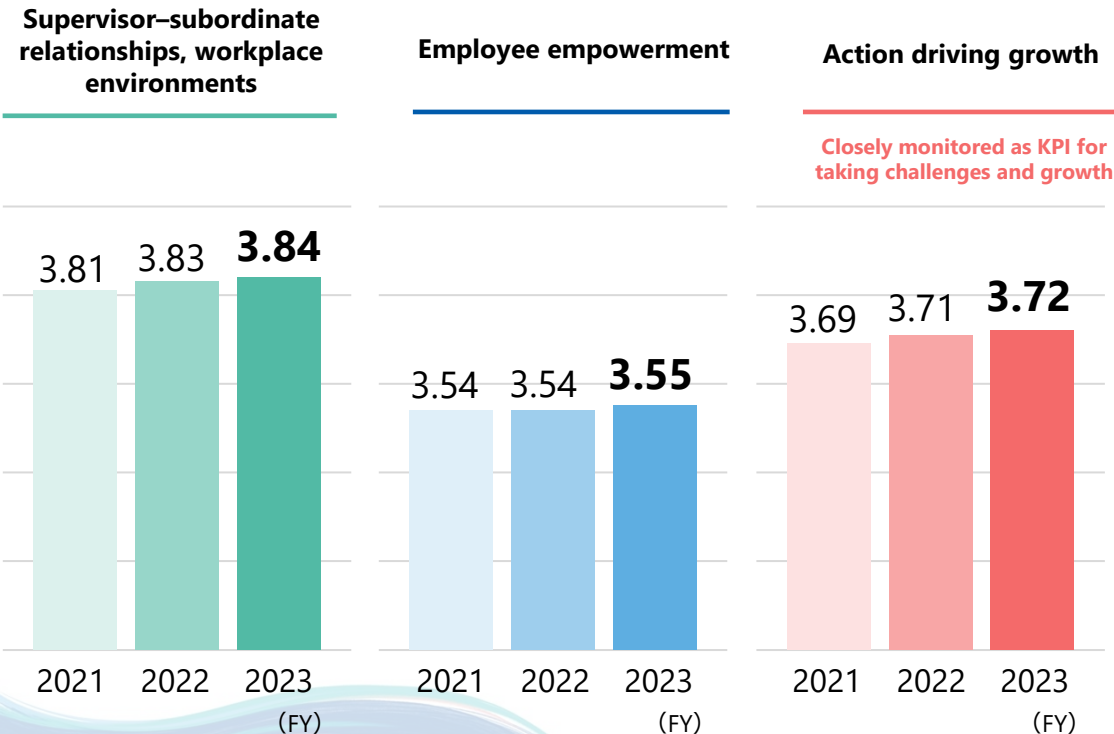
Human resources transformation

Discovering the future with lifelong growth and co-creativity of diverse individuals

Vitality and Growth Assessment

We implement an effective PDCA cycle of assessing the status of individuals and organizations to encourage actions that lead to empowerment, taking on challenges, and personal growth

Three indicators on 5-point scale



Group Masters

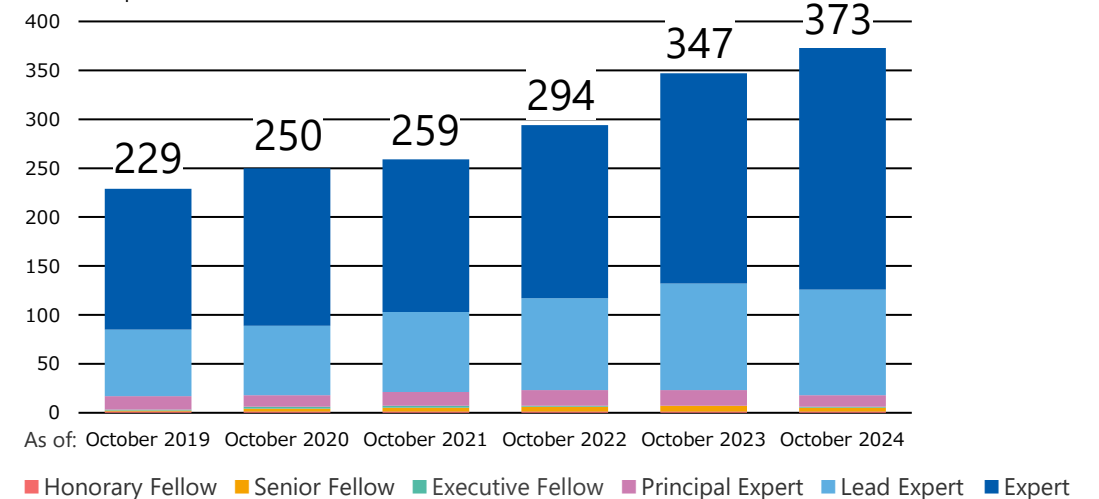
We appoint, nurture, and reward individuals who are contributing or are expected to contribute to the creation of new businesses or the reinforcement of established businesses as Group Masters. This allows us to develop a robust pool of human resources with high-level specialist expertise and skills who are competitive inside and outside the organization, while further advancing innovation through co-creation among diverse individuals.



Honorary Fellow Dr. Akira Yoshino

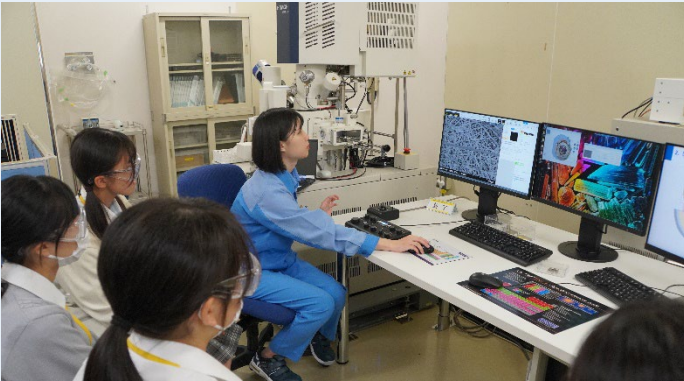
Dr. Akira Yoshino, who invented the basic configuration of the lithium-ion battery, is an Honorary Fellow, the highest rank among Group Masters

Number of Group Masters



Community fellowship

Nurturing the next generation



Raising interest in science among the youth

We hold an event in support of a government program to raise interest in careers in science and engineering among the young generation.

Co-existence with the environment



Tree-planting and reforestation

We hold events to plant and nurture forests that protect local communities from natural disasters such as flooding, and help preserve biodiversity. Such events also provide opportunities for interaction with community members.

Promotion of culture, art, and sports



Contribution through corporate sports

Our judo team and athletic team have produced many Olympic contestants. The teams also actively participate in various community fellowship activities.

Asahi**KASEI**

Asahi Kasei Corporation

Hibiya Mitsui Tower, 1-1-2 Yurakucho, Chiyoda-ku, Tokyo 100-0006

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