AsahiKASEI





Asahi Kasei Report 2026

Trailblaze Together



Group Mission

We, the Asahi Kasei Group, contribute to life and living for people around the world.

Group Vision

Providing new value to society by enabling “living in health and comfort” and “harmony with the natural environment.”

Group Values

Sincerity — Being sincere with everyone.

Challenge — Boldly taking challenges, continuously seeking change.

Creativity — Creating new value through unity and synergy.

Group Slogan

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.”

A-Spirit—the heritage of Asahi Kasei

Ambitious motivation:

We will boldly challenge ourselves with high goals, not being satisfied with the current situation

Healthy sense of urgency:

We will have a strong commitment to goals and focus on generating results

Quick decisions:

We will rapidly and boldly take actions with nimble connections and genuine communication

Spirit of advancement:

We will create new ways of doing things without being constrained by existing frameworks

As of March 31, 2026

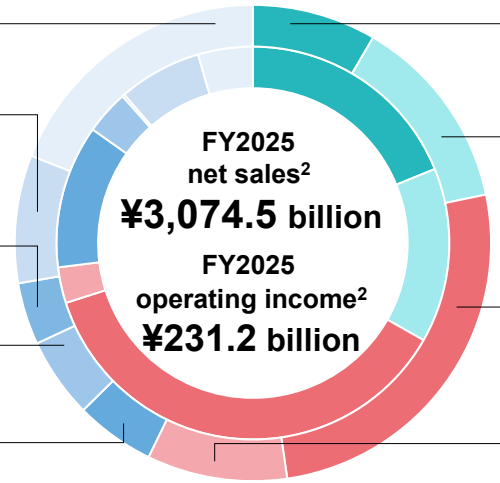
Founding
1922

Employees
47,895

Global sites
40 countries

Net sales / operating income by business
(outer ring: net sales / inner ring: operating income)

(¥ billion)



- **Chemical** 577.9 / 11.3
- **Comfort Life** 263.6 / 17.2
- **Energy & Infrastructure** 127.9 / 0.5
- **Car Interior** 165.7 / 9.1
- **Electronics[1]** 164.0 / 29.6
- **Pharmaceuticals & Life Science** 259.9 / 47.3
- **Critical Care** 404.2 / 36.1
- **Domestic Homes** 788.1 / 92.4
- **Overseas Homes** 289.3 / 7.4

Overseas sales
55.1%
of which,
The Americas 23.3%
Other Asia 9.6%
China 8.3%
Europe 7.5%
Other regions 6.4%

Consolidated subsidiaries
285

Number of Olympic medals won
18
(by Asahi Kasei employees)

[1] FY2025 results recalculated to reflect slight reallocation between others in Material and certain businesses in FY2026
[2] Totals for net sales and operating income inclusive of the Others category as well as corporate expenses and eliminations

Healthcare sector

Pharmaceuticals
- Pharmaceuticals (autoimmune disease, severe infection, transplantation, kidney disease, etc.)


Envarsus XR™ immunosuppressant

Life Science
- Virus removal filters for pharmaceutical manufacturing processes
- Biologics CDMO, etc.


Planova™ virus removal filter

Critical Care
- Wearable defibrillators
- Professional defibrillators, AEDs
- Sleep apnea-related devices, etc.


Defibrillators for professional use

Homes sector

Domestic Homes
- Unit homes, apartments, condominiums
- Rental management, real estate
- Remodeling
- Construction materials (AAC, thermal insulation, etc.)


Hebel Haus™ unit homes and Hebel Maison™ apartment buildings

Overseas Homes
- North American Homes
- Australian Homes

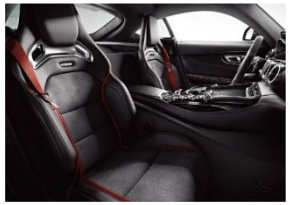

North American and Australian homes

Material sector

Electronics
- Electronic materials
- Electronic components


Pimel™ photosensitive insulator

Car Interior
- Car interior materials (artificial suede and synthetic leather, etc.)


Dinamica™ artificial suede

Energy & Infrastructure
- Lithium-ion battery (LIB) separators
- Ion-exchange membrane process for chlor-alkali electrolysis
- Hydrogen production system, etc.


Hipore™ wet-process LIB separator

Comfort Life
- Fibers
- Consumables
- Pharmaceutical and food additives (microcrystalline cellulose, etc.)



Consumables

Chemical
- Performance chemical (resin-related, etc.)
- Essential chemical (petrochemical-related, etc.)


Engineering plastic (performance polymer)

Financial Performance

Net sales growth rate

Approximately **8%**

(FY2020–25 CAGR)

Stable earnings

No consolidated operating losses in the past 50 years

High credit rating

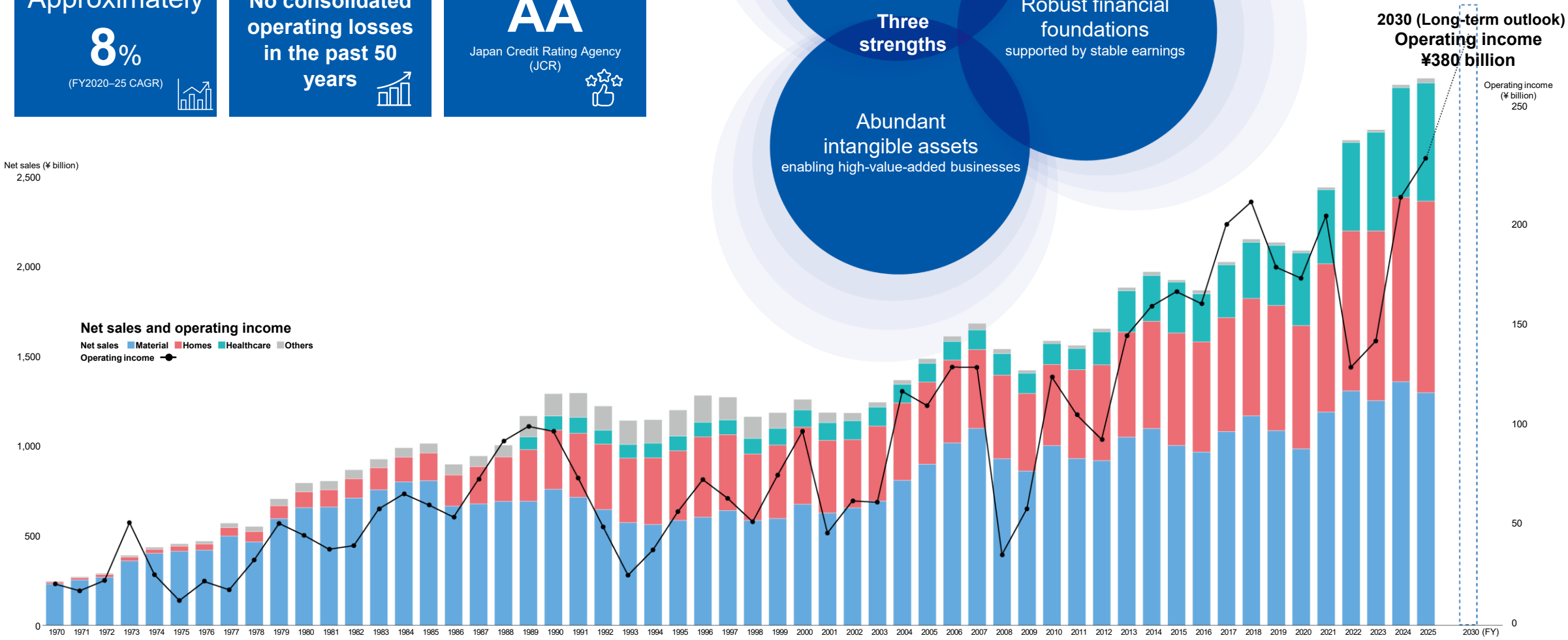
AA

Japan Credit Rating Agency (JCR)

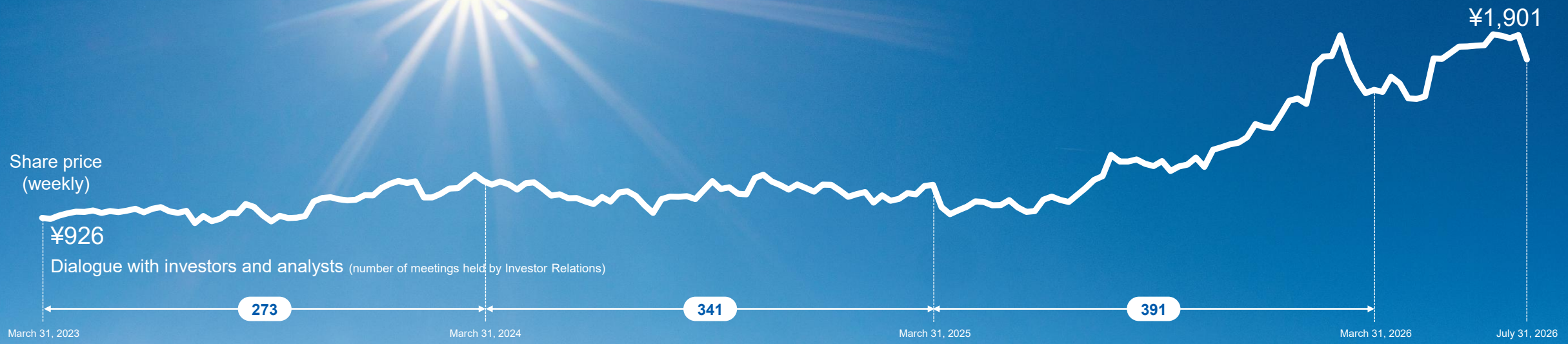
Three strengths

- **Ability to transform the business portfolio** by replacing businesses in accordance with the needs of the times
- **Robust financial foundations** supported by stable earnings
- **Abundant intangible assets** enabling high-value-added businesses

2030 (Long-term outlook)
Operating income ¥380 billion



Notes: 1. Non-consolidated figures are shown through fiscal 1976; consolidated figures are shown from fiscal 1977.
2. Color-coded sales are based on classifications at the time of disclosure; results of healthcare-related businesses through fiscal 1988 are included in “Others.”



Editorial Policy

For our investors and other stakeholders

Our investors had questions. For two years, we squarely addressed them.

Published two years ago, *Asahi Kasei Report 2024* was structured around **six actual questions frequently raised by our investors and other stakeholders**. In the following year's Asahi Kasei Report 2025, we continued this dialogue by **reexamining the six questions** in light of further feedback and progress in our initiatives to enhance corporate value, and **provided more in-depth answers**.

As reflected in our share price performance in recent years, expectations for Asahi Kasei in the capital markets had remained limited. With the aim of narrowing the gap between the value of Asahi Kasei as we see it and the value perceived by our investors, the Asahi Kasei Report continues to serve the same purpose: **squarely addressing our stakeholders' questions and creating opportunities for dialogue**.

	Q1	Q2	Q3	Q4	Q5	Q6
Theme of the 2024 Report Six Questions to Bridge the Gap	Why does Asahi Kasei have three-sector management?	How will you raise your persistently low P/B ratio?	How will you focus resources on growth businesses?	What actions are you taking for carbon neutrality?	How will you use intangible assets to improve corporate value?	How does your corporate governance function?
Theme of the 2025 Report Revisiting the Six Questions	How will you leverage diverse management assets to achieve sustainable growth of corporate value?	What actions are you taking to achieve capital efficiency that exceeds the cost of capital?	What growth do you expect from the investments you've made?	What social impact will your GX-centered sustainability efforts have?	How will you transform your business models by leveraging abundant intangible assets?	How is your governance evolving along with business portfolio transformation?

Although we seem to be regaining the market's trust, now even greater progress is expected of us.

Now, as opportunities for dialogue with investors have increased while progress in transforming our business portfolio has advanced and business performance has recovered, we feel that we are **regaining the market's trust**.

At the same time, we naturally understand that our corporate value remains well below that which investors would consider satisfactory. Rather than the historically discounted value of Asahi Kasei because we are perceived as a conglomerate, we believe the market should expect a corporate value that reflects our **unique value by virtue of having a diverse range of businesses**. In addition to further improving our business performance, we will continue to squarely address your questions and strive to communicate in an easily understandable manner.

Feedback from investors today

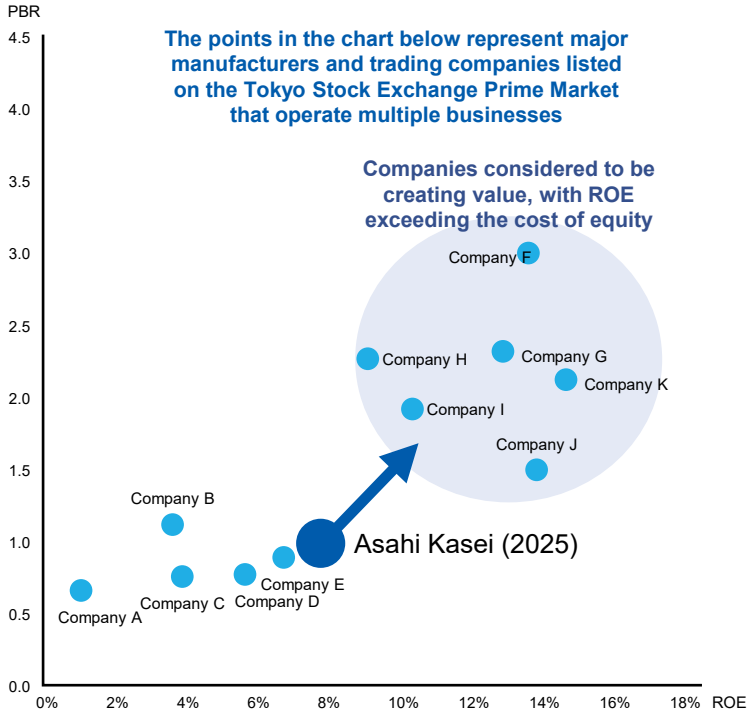
Comments reflecting renewed confidence

- "We highly value the business portfolio transformation achieved through structural transformation and the results delivered by First Priority businesses."
- "Asahi Kasei is no longer the petrochemicals-centered diversified chemical manufacturer it once was, and appears to be transforming into a company centered on high-value-added businesses."
- "The recent acquisitions by the Pharmaceuticals business appear to be progressing well. Aicuris, the acquisition of which was announced in February 2026, also appears to be aligned with the strategy in the Pharmaceuticals business."
- "The utilization of intangible assets, including diverse human resources, technologies, and intellectual property, is increasingly being articulated in specific terms through disclosures and dialogue, leading to a deeper understanding."

Further expectations and uncertainties

- "ROE still appears to be below the cost of equity and has yet to reach a level that supports expectations for sustainable growth in corporate value."
- "Although progress has been made in transforming the business portfolio, it remains unclear what kind of company Asahi Kasei ultimately aims to become. The answer to 'Who is Asahi Kasei?' is not yet clearly visible."
- "Asahi Kasei is actively pursuing M&A and capital investment, but are management processes functioning effectively, including the establishment and subsequent monitoring of hurdle rates for individual investment decisions?"
- "How are diverse intangible assets linked to value creation? Is management able to deliver reproducible results?"

The market valuation investors believe Asahi Kasei should command



Now is the time to inspire confidence in future growth. Addressing the “Six Requirements” that companies with a diverse portfolio of businesses must meet.

Theme of the 2026 Report

Six Requirements

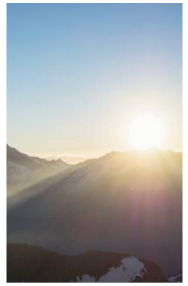
for companies with a diverse portfolio of businesses

The theme of the Asahi Kasei Report 2026 is **“Six Requirements for Companies with a Diverse Portfolio of Businesses Like Asahi Kasei”**.

Through dialogue with investors, we perceive that they have many uncertainties as to whether companies with a diverse portfolio of businesses can really enhance corporate value. Nevertheless, we believe that having a diverse portfolio of businesses is not necessarily an impediment to enhancing corporate value, but can be turned into a strength if the necessary requirements continue to be met.

Now is the time **for Asahi Kasei to squarely address this critical issue** and articulate our vision for enhancing corporate value and the initiatives to achieve it. We welcome your feedback after reading this year’s report.

The Six Requirements for companies with a diverse portfolio of businesses	Example of a conglomerate that struggles to enhance corporate value
1 **Ability to continuously transform the business portfolio in response to changing times**	1 Sluggish restructuring of unprofitable businesses and an inability to make timely growth investments result in an outdated business portfolio
2 **Appropriate allocation of resources**	2 Investments are either optimized for individual businesses or spread unfocused due to lack of clear priorities for growth investments
3 **Ability to continuously innovate by leveraging diverse intangible assets**	3 High barriers between business sectors make it difficult to share intangible assets
4 **Ability to continue contributing to sustainability**	4 Inability to achieve both social and economic value, precluding sustainable creation of value
5 **Strong and effective corporate governance**	5 Effective oversight by the Board of Directors is inhibited by the diversity of businesses
6 **Firm relationships with diverse stakeholders**	6 A loss of stakeholder trust by one business affects the reputation of other businesses



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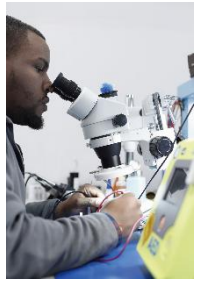
“I bet Asahi Kasei can solve this challenge.” We want to continue being a company that people will say this about in 10 or 20 years.
President
Koshiro Kudo

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22 Requirement 1

Ability to continuously transform the business portfolio in response to changing times

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Appropriate allocation of resources

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Unique business portfolio management to achieve growth and efficiency



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Ability to continuously innovate by leveraging diverse intangible assets

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