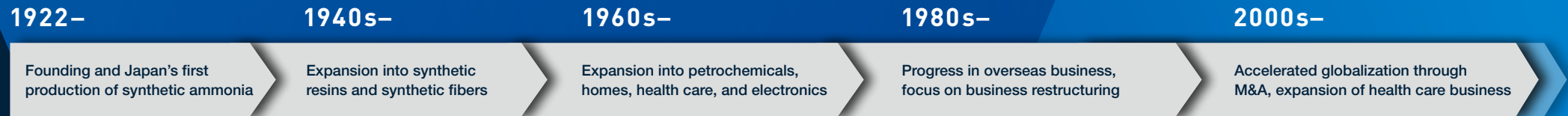


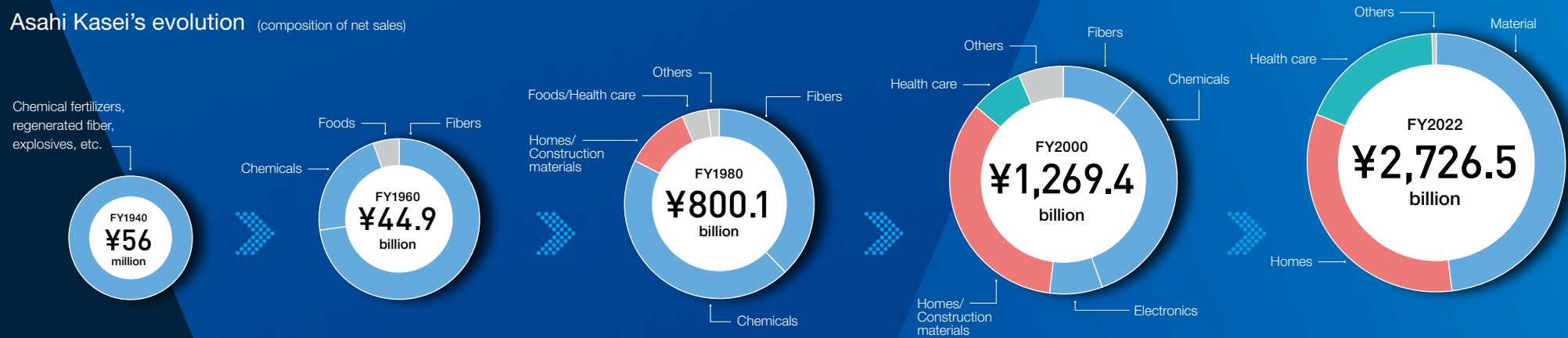
Addressing Social Issues and Transforming Our Business Portfolio

In every era, the Asahi Kasei Group has addressed social issues by dynamically transforming its business portfolio and supplying products and services that meet the changing needs of the times. We will continue to contribute to life and living for people around the world by Creating for Tomorrow.

History of Business Portfolio Transformation and Growth



Asahi Kasei's evolution (composition of net sales)



Business portfolio transformation

➔ New business entry, M&A ⬅️ Withdrawal, downsizing, divestment

- ➔ • Ammonia
- ➔ • Regenerated fiber (cupro, viscose rayon)
- ➔ • Chemical fertilizer
- ➔ • Foods (monosodium glutamate)

- ➔ • Polystyrene
- ➔ • Synthetic fiber (acrylic fiber)

- ➔ • Saran Wrap™
- ➔ • Acrylonitrile
- ➔ • Synthetic rubber
- ➔ • Ethylene (construction of naphtha cracker)
- ➔ • Autoclaved aerated concrete
- ➔ • Hebel Haus™ unit homes
- ➔ • Artificial kidneys
- ➔ • Pharmaceuticals

- ➔ • Hall elements
- ➔ • LSIs
- ➔ • Lithium-ion battery separators
- ➔ • Hebel Maison™ apartment buildings
- ➔ • Insulation panels
- ➔ • Acquisition of Toyo Jozo Co., Ltd. (pharmaceuticals and liquors)
- ➔ • Virus removal filters
- ⬅️ • Foods

- ➔ • Electronic compasses
- ➔ • UVC LEDs
- ➔ • Hydrogen production system (process verification)
- ➔ • New businesses for homes (seniors, medium-rise, overseas)
- ➔ • Critical care
- ⬅️ • Viscose rayon, acrylic fiber, polyester
- ⬅️ • Restructuring of petrochemical business
- ⬅️ • Liquors

History of Offering New Value that Addresses Social Issues

Social needs and times

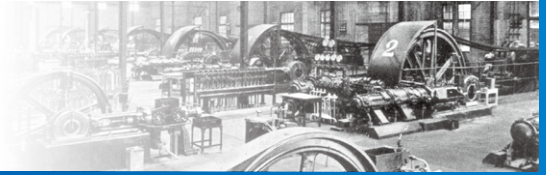
Asahi Kasei's evolution

1922-

Growing as a modern nation, Japan required technologies to develop its agricultural and industrial chemical sectors.

Helping bring stability to people's lives from our roots in businesses supporting food and clothing

- Successfully produced synthetic ammonia for fertilizer to raise agricultural productivity
- Began production of Bemberg™ artificial fiber as a substitute for silk



1940s-

Sufficient supply of daily necessities was crucial to Japan's transition from post-war recovery to high economic growth.

Promoting new businesses for better quality of life

- Expanded into various new businesses, including synthetic resins and Cashmilon™ synthetic fiber



1960s-

In an era of high economic growth, developing public infrastructure—improving homes and expanding medical technology—became necessary.

Offering convenient and comfortable lifestyles as a diversified manufacturer of products for food, clothing, and shelter

- Launched of homes business to meet homeownership demand
- Entered petrochemical business with operation of large-scale petrochemical complex
- Expanded into resins business following launch of sales of Saran Wrap™ cling film
- Launched medical devices business with artificial kidneys, etc.



1980s-

Cell phones, personal computers, audiovisual equipment, and other technologies gained popularity with the advent of the information age.

Supplying key components for information devices integral to modern living

- Leveraged chemical industry expertise to enter the field of electronics, including large-scale integrated circuits (LSIs)
- Began sales of lithium-ion battery separators



2000s-

Global environmental issues such as global warming and the challenge of aging populations in developed countries come to the fore.

Contributing to life and living for people around the world

- Promoted sustainability through technological developments to achieve carbon neutrality and initiatives to reduce CO₂ emissions
- Strengthened Health Care sector, including expansion into critical care business through M&A
- Leveraged expertise with unit homes in Japan to enter homes business in North America and Australia
- Global expansion of pharmaceutical business with acquisition of U.S. pharmaceutical company

