Both Growth Investments and Structural Transformation in Medium-Term Management Plan 2024—Be a Trailblazer

The Asahi Kasei Group is advancing business portfolio transformation and strengthening its business platform under a Medium-Term Management Plan (MTP) for fiscal 2022 to 2024 focused on the theme "Be a Trailblazer." The MTP is positioned as the first step toward realizing our vision for 2030. By steadily delivering results going forward, the growth investments and structural transformation promoted under the MTP will realize medium-term profit growth, enhanced investment efficiency, and reduced GHG emissions toward carbon neutrality.

- Gaining results from growth investments and promoting structural transformation of businesses on the scale of ¥100 billion in sales
- Focusing resources on "10 Growth Gears" (GG10) businesses
- Embarking on structural transformation of petrochemical chain-related businesses from medium-term perspective

Medium-Term

Management Plan 2024

—Be a Trailblazer

FY2022-2024

- Investments in GG10 deliver results and drive profit growth
- Structural transformation of petrochemical chain-related businesses advances, enhancing investment efficiency and reducing GHG emissions toward carbon neutrality

Long-term outlook

The Asahi Kasei ideal

Two mutually reinforcing aspects of sustainability

Contributing to sustainable society

(realizing the Group Vision)

Sustainable growth of corporate value

Practicing the Group Values

The Asahi Kasei Group enables "living in health and comfort" and "harmony with the natural environment" by practicing its Group Values of Sincerity, Challenge, and Creativity with the aim of realizing two mutually reinforcing aspects of sustainability—contributing to a sustainable society and achieving sustainable growth of corporate value.

Two action guidelines in the MTP

Evolving business portfolio

Challenging investment

for growth

Plan to invest approximately ¥700 billion in total over the three years of the MTP in GG10 (decision-adopted basis)

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Cash generation
from structural transformation and
strengthening existing businesses

Plan to implement structural transformation of businesses with net sales of more than ¥100 billion during the three years of the MTP

Strengthening business platform



Financial KPIs

		FY2024 Forecast	Around FY203
Profit growth	Operating income	¥180.0 billion	¥400.0 billion
Capital efficiency	ROE	5.5%	≥15%
	ROIC	4.5%	≥10%
Business portfolio transformation	GG10 share of operating income	≈50%	≥70%

Non-financial KPIs

Number of digital professional human resources	FY2024	10 times (compared with FY2021)
Number of Group Masters	Targets	360 (FY2021: 259)
Percentage of valid patents related to GG10		>50% (FY2021: >30%)
Scope 1 and Scope 2 GHG emissions	Around FY2030	Reduction of ≥ 30% (compared with FY2013)
GHG emission reduction contributions of Environmental Contribution Products		At least double (compared with FY2020)

Cs+ for Tomorrow 2021 FY2019-2021

· Proactively implementing

M&A centered on Health

 Promoting reform of underperforming "strategic

restructuring businesses"

Care and Homes