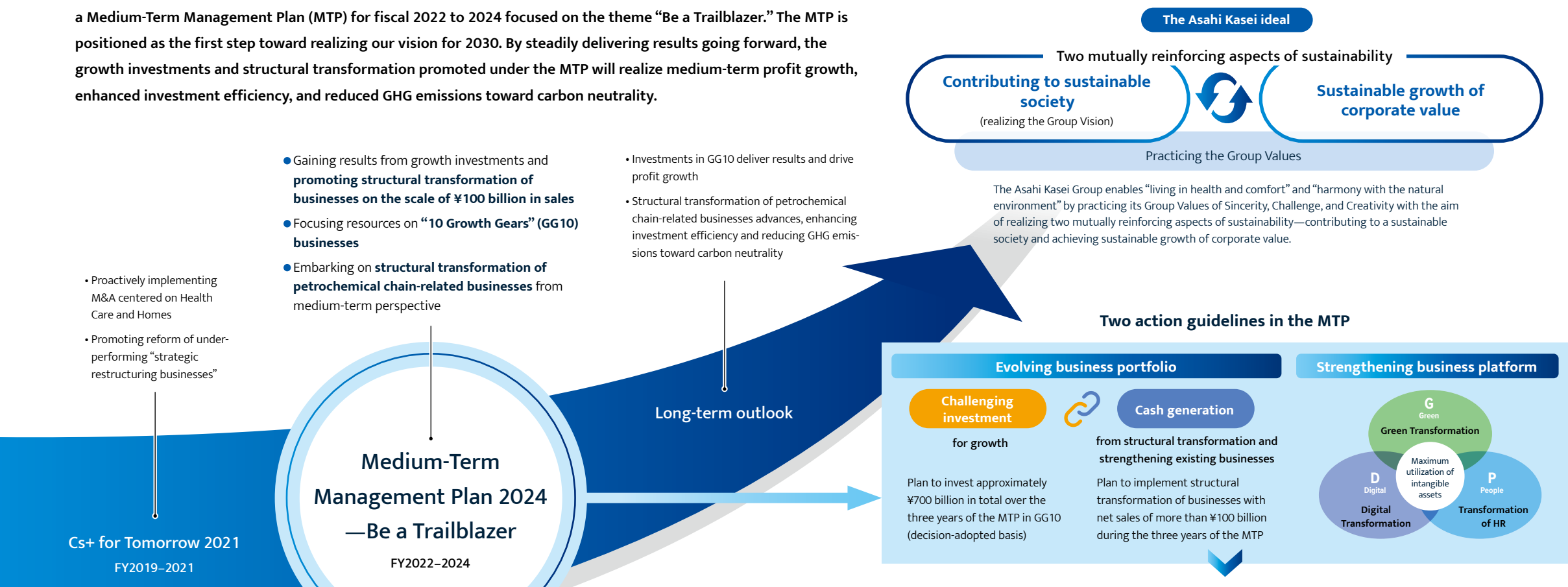


Overview of the Medium-Term Management Plan for Realizing Our Vision

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.



Financial KPIs				Non-financial KPIs			
		FY2024 Forecast	Around FY2030			FY2024 Targets	
Profit growth	Operating income	¥180.0 billion	¥400.0 billion	Number of digital professional human resources			10 times (compared with FY2021)
	ROE	5.5%	≥15%	Number of Group Masters		360 (FY2021: 259)	
Capital efficiency	ROIC	4.5%	≥10%	Percentage of valid patents related to GG10			>50% (FY2021: >30%)
	GG10 share of operating income	≈50%	≥70%	Scope 1 and Scope 2 GHG emissions		Around FY2030	Reduction of ≥30% (compared with FY2013)
Business portfolio transformation				GHG emission reduction contributions of Environmental Contribution Products			At least double (compared with FY2020)