Fiscal 2025 1st Quarter Financial Results Supplementary Financial Summary

July 31, 2025 **Asahi Kasei Corporation**

Detailed supplementary data on business results are now disclosed in the Financial Factbook on our website.

https://www.asahi-kasei.com/ir/library/finance/xlsx/2506-factbook.xlsx

Asahi **KASEI**

Creating for Tomorrow

Focus of Q1 2025 results and H1 2025 forecast

Q1 2025 results				
Operating income	Net income attributable to owners of the parent			
¥ 53.7 billion + 7.6 %	¥ 19.7 billion .42.2%			
Before goodwill amortization: ± 61.7 billion $\pm 6.7\%$				

H1 2025 forecast					
Operating income	Net income attributable to owners of the parent				
¥105.0 billion -3.6%	¥ 61.0 billion +1.2%				
Before goodwill amortization:					
¥121.0 billion -2.9%					

Q1 2025 results

- Operating income increased from previous year; decrease in Material with impact of maintenance turnaround in Essential Chemical and inventory valuation, increase in Healthcare with significant income growth from Pharmaceuticals, increase in Homes with firm performance of domestic housing
- Net income decreased from previous year with loss recorded on discontinuation of MMA business etc. in Material

H1 2025 forecast

- Based on progress of Q1 results, both operating income and net income revised upward from previous forecast (May); especially Pharmaceuticals & Life Science significantly outperforming
- Operating income expected to decrease from previous year, but net income expected to increase with improved extraordinary income/loss in Q2

Shareholder returns

• FY 2025 interim dividend forecast at ¥20 per share (¥2 per share increase from previous year; unchanged from previous forecast)

Main impacts and risks of U.S. tariff policy in FY 2025

- The impact for operations located in the U.S. is currently expected to be immaterial, as increased procurement costs are to be suppressed by utilizing prior inventory, raising sales prices, changing to alternative suppliers, etc.
- Risks of decreased demand due to global economic stagnation, price increases by suppliers, etc., not significantly materializing in Q1 FY 2025; market trends to be carefully monitored for impact on demand from Q2 onward

Segment	Main impacts, risks, and countermeasures for Q2 onward
Healthcare	 U.S. sites of Life Science procure certain products and components from outside the U.S., but the impact is to be suppressed by raising sales prices, etc. U.S. sites of Critical Care procure certain components from outside the U.S., but the impact is to be suppressed by utilizing inventory of components, raising sales prices, etc.
Homes	 U.S. sites of the North American business procure certain materials from outside the U.S., but the impact is to be suppressed by raising sales prices, etc. Both domestic Japanese and overseas businesses face the risk of decreased inclination to purchase among consumers due to global economic stagnation, suppliers raising prices, etc.
Material	 U.S. sites of Car Interior procure certain materials from outside the U.S., but the impact is to be suppressed by raising sales prices, etc. Automotive-related businesses face the risk of decreased demand, and petrochemical businesses face the risk of lower market prices, due to global economic stagnation, suppliers raising prices, etc.

Recent medium-term management plan (MTP) actions

- Firm progress in investment for growth and efforts with customers in Growth Potential businesses
- Acceleration of structural transformation in Material with May decision to discontinue MMA etc. for profitability improvement & business model change

Growth investments



 Construction of a new spinning plant for Planova virus removal filters (July 29)

Structural transformation



Discontinuation of MMA, CHMA, PMMA resin, and SB latex businesses, and reconfiguration of acetonitrile supply framework (May 27)

Efforts with customers



Agreement to supply Hipore LIB separator to Toyota Tsusho
 (July 31)



 Supply 1 MW-class alkaline-water electrolyzer to hydrogen project in Finland (July 30)

Progress of business portfolio transformation (1)

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Advancing business portfolio transformation with both growth investments and structural transformation since previous MTP

FY 2022

FY 2023

FY 2024

FY 2025

Previous MTP "Be a Trailblazer"

Current MTP "Trailblaze Together"

Growth investments



Life Science

Acquisition of Bionova Scientific, a U.S. biologics CDMO

Increased capacity for Pimel

semiconductor buffer

coat/interlayer dielectric



Overseas Homes

Acquisition of Focus Companies, a building components supplier in Nevadă



Tenergy & Infrastructure

Addition of coating facilities of automotive Hipore LIB separators in U.S. and Japan



Acquisition of Calliditas Therapeutics



Overseas Homes

Acquisition of ODC Construction, a residential construction work subcontractor in Florida



Tenergy & Infrastructure

Construction of automotive Hipore LIB separators integrated plant in North America



Life Science

Construction of a new spinning plant for Planova

Structural transformation



Electronics

Divestiture of pellicles business



Life Science

Sepacell structural reform



Construction Materials

Closure of Iwakuni Plant for AAC



Comfort Life

- Establishment of joint venture for spunbond nonwovens
- Divestiture of businesses of Asahi Kasei Pax



Apharmaceuticals

Divestiture of diagnostic reagents business



Life Science

Divestiture of blood purification business



Essential Chemical

Discontinuation acrylonitrile and other operations of PTT Asahi Chemical Co., Ltd.

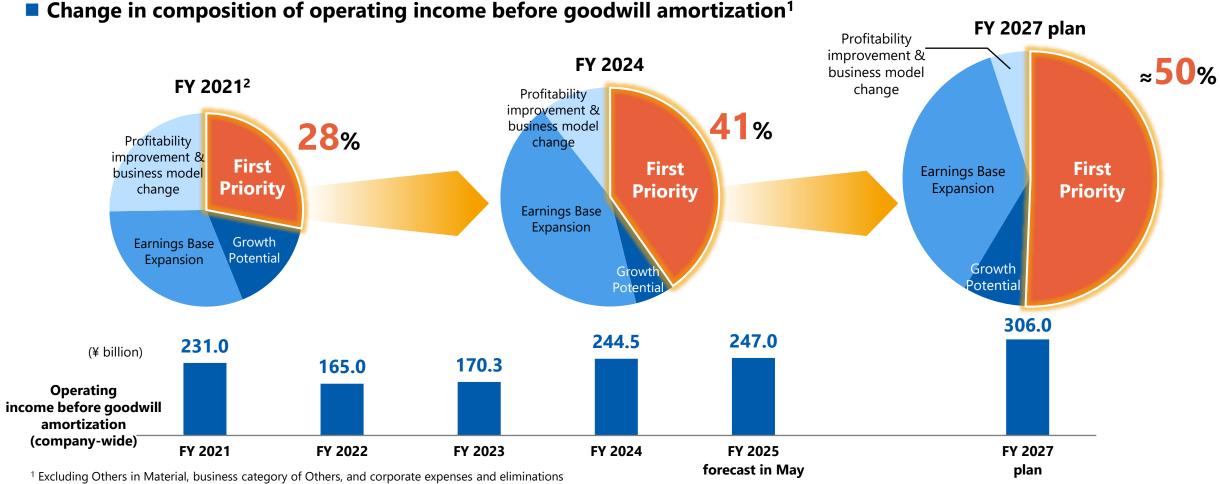


Essential Chemical

Discontinuation of MMA, etc.

Progress of business portfolio transformation (2)

- During the previous MTP (FY22–24) the portion of operating income from First Priority businesses increased as Pharmaceuticals, Critical Care, and Electronics returned to a growth trajectory
- During the current MTP (FY25–27) income growth centered on First Priority businesses will accelerate further as investments bear fruit



² Result of FY 2021 is reclassified to the current business categories with simplified calculation for reference

New business categories and positioning from fiscal 2025

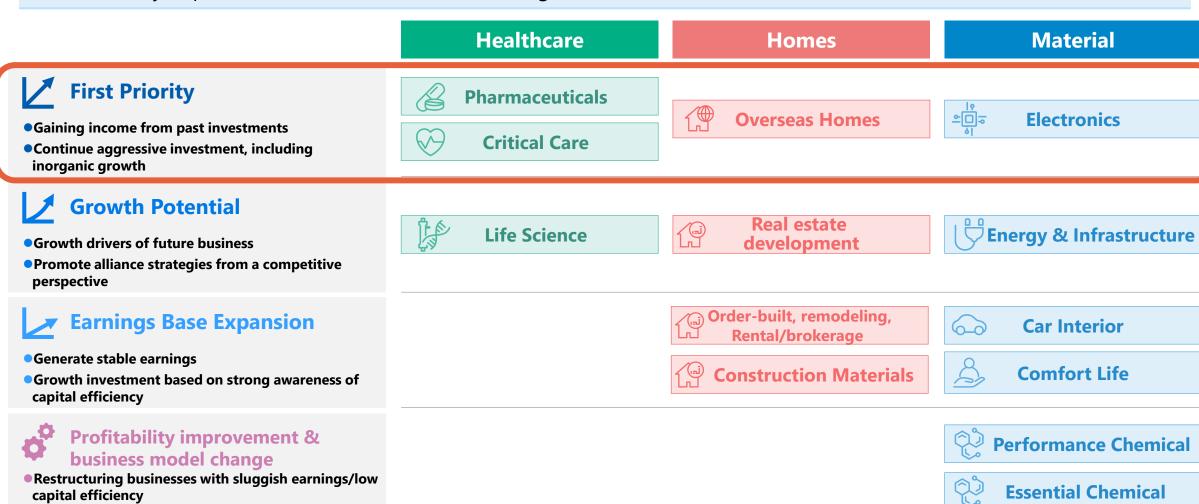
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Reconfiguration of subsegments starting in fiscal 2025 (see p. 8)

Changing to new business models through

utilization of intangible assets

Continuing investments in First Priority and Growth Potential to achieve income growth while advancing reforms for Profitability improvement and business model change



Revision of business categories

Business categories from FY 2025

Segment **Business categories Businesses Business categories** Pharmaceuticals (domestic and overseas) **Pharmaceuticals Health Care** & Life Science Life Science (Bioprocess, CDMO, etc.) **Healthcare** ACT (professional defibrillators/AEDs, etc.) **Critical Care Critical Care** CMS (LifeVest wearable defibrillator, etc.) Sleep apnea diagnosis and treatment devices Order-built homes Development¹ Housing Rental/brokerage¹ Remodeling **Homes Homes** Overseas homes (North American, Australian) Construction AAC Insulation **Construction Materials Materials Life Innovation Electronics** Electronic materials Flectronic devices (Digital Solutions) **Mobility & Industrial** Separators Ion-exchange membrane **Energy & Infrastructure Environmental Solutions** Hollow-fiber membrane (Microza) High-performance materials (functional additives, etc. Material² **Comfort Life** Life Innovation Consumables (Saran Wrap, etc.) **Engineering plastics Performance Chemical Mobility & Industrial** Performance coating materials Basic materials (petrochemical-related business) **Essential Chemical Environmental Solutions Flastomers** Others Corporate expenses and eliminations²

Former categories

Notes:

On subsequent pages, FY 2024 results indicated by "(recalculated)" are recalculated in accordance with the FY 2025 business categories.

Former fiscal year results thus indicated are also recalculated to reflect the changes indicated in the footnotes below.

¹ Within Housing, sales of "development" and "rental/brokerage" were formerly disclosed as components of "real estate"; both sales and operating income of these businesses are now disclosed with condominium management business transferred from "development" to "rental/brokerage"

² Starting in fiscal 2025, certain R&D and DX functions which had been included in corporate expenses and eliminations are now included in Material. Figures for fiscal 2024 have been recalculated to reflect this change.

Efforts to raise corporate value

Measures for sustainable increase in corporate value centered on accelerating business portfolio transformation and enhancing profitability

Measures to raise corporate value

Accelerating business portfolio transformation

 Steadily generate earnings from investments in priority growth businesses such as Healthcare, while accelerating structural transformation of low capital efficiency businesses in Material with ROIC persistently below WACC

Enhancing profitability

 In addition to company-wide cost reduction activities, working to improve profitability through measures such as appropriate price increases and decreased sales of general-purpose products

Enhancing investment management

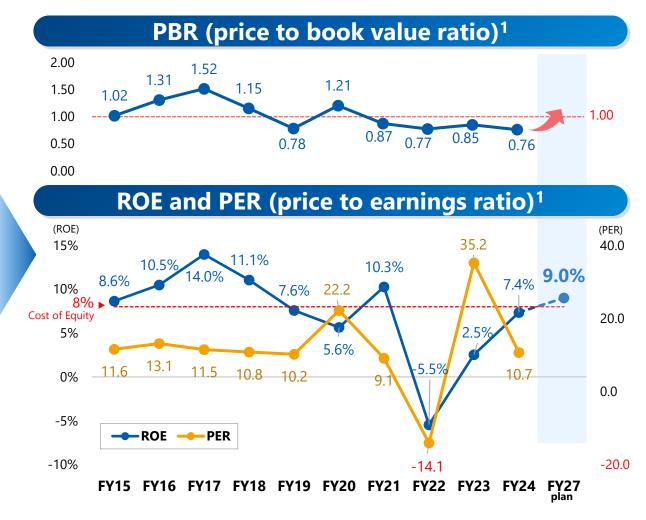
 Strengthening the management of hurdle rates and other factors to enhance investment decisions on growth investments; thoroughly monitoring and following up on investments

Optimizing capital policy

 Strengthening shareholder returns from the perspective of appropriate capital levels, and continuous reduction of strategic shareholdings (≈70% reduction of stocks, >¥150 billion reduction of holdings over the past 5 years)

Reducing the cost of capital

 Disclosure of strategies for acquisitions, large-scale investments, etc., and initiatives to strengthen management foundations, as well as ongoing enrichment of dialogue with investors



¹ PBR and PER based on closing price at fiscal year end



1. Consolidated results for Q1 2025

Q1 2025 consolidated financial results

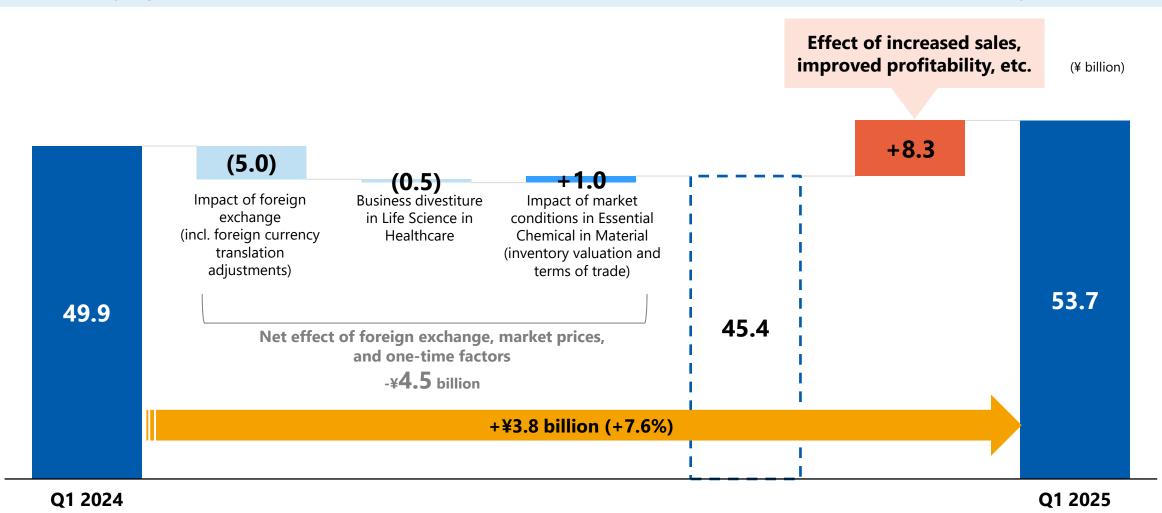
- Net sales increased by ¥2.4 billion (+0.3%) to ¥738.3 billion
- Operating income increased by ¥3.8 billion (+7.6%) to ¥53.7 billion
- Net income attributable to owners of the parent decreased by ¥14.4 billion (-42.2%) to ¥19.7 billion

		Q1 2024	Q1 2025	Increase (decrease)	% change
Net sales	(¥ billion)	735.9	738.3	2.4	+0.3%
Operating income	(¥ billion)	49.9	53.7	3.8	+7.6%
Operating ma	ırgin	6.8%	7.3%	+0.5%	
Operating income before goodwill amortization	(¥ billion)	57.8	61.7	3.9	+6.7%
EBITDA ¹	(¥ billion)	94.1	100.9	6.8	+7.2%
EBITDA ma	irgin	12.8%	13.7%	+0.9%	
Net income attributable to owners of the parent	(¥ billion)	34.1	19.7	(14.4)	-42.2%
Exchange rate, naphtha price					
¥/US\$ exchange rate (market av		156	145		
¥/€ exchange rate (market avera	age)	168	164		
Naphtha price (¥/kL, domestic)		79,000	66,300		

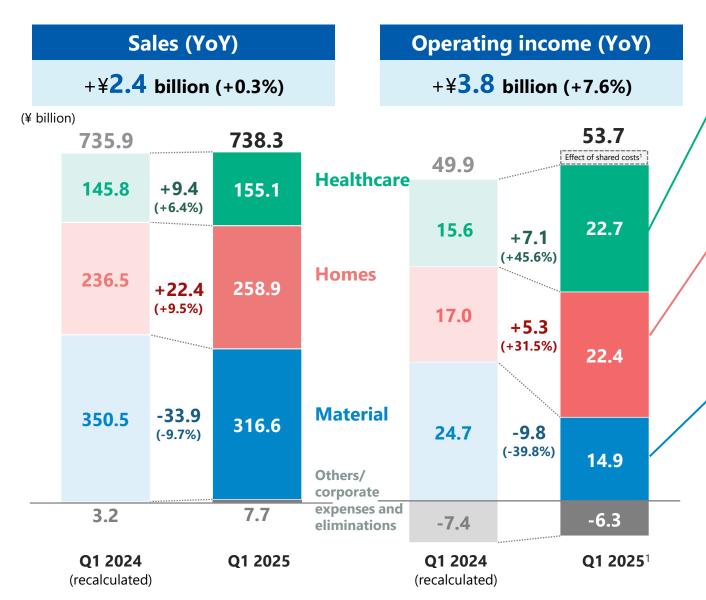
¹¹

Operating income change factors

- Substantive increase of ¥8.3 billion excluding negative impact of foreign exchange, market prices, and one-time factors
- Particularly, significant income increase due to October 2024 consolidation of Calliditas in Pharmaceuticals, a First Priority business



Q1 2025 results by segment



Operating income change factors

Healthcare

+¥7.1 billion

Increased income with greater sales of mainstay products and effect of consolidation of Calliditas in Pharmaceuticals & Life Science, etc.

Pharmaceuticals & Life Science	+¥ 8.8 billion
Critical Care	-¥ 1.7 billion

Homes

+¥5.3 billion

Increased income with higher average unit prices in orderbuilt homes, and greater volume of deliveries in development

Housing	+¥ 4.5 billion
Construction Materials	+¥ 0.8 billion

Material

-¥9.8 billion

Decreased income with negative effect of foreign exchange due to stronger yen, and impact of maintenance turnaround and inventory valuation in Essential Chemical

Electronics	-¥ 0.5 billion
Car Interior	-¥ 0.8 billion
Energy & Infrastructure	-¥ 1.1 billion
Comfort Life	-¥ 1.6 billion
Performance Chemical	-¥ 3.3 billion
Essential Chemical	-¥ 4.4 billion

¹ Allocation of shared costs has been changed from fiscal 2025. See p. 36.

Non-operating income/expenses, extraordinary income/loss and

income taxes

- Non-operating income/expenses deteriorated with worsened financial balance due to increased interest expense and recording foreign exchange loss
- Although gain was recorded on divestiture of business in Healthcare, extraordinary income/loss deteriorated with loss on discontinuation of MMA business etc. in Material
- Income taxes decreased with reduced tax expenses in relation to divestiture of business in Healthcare, in addition to lower income before income taxes

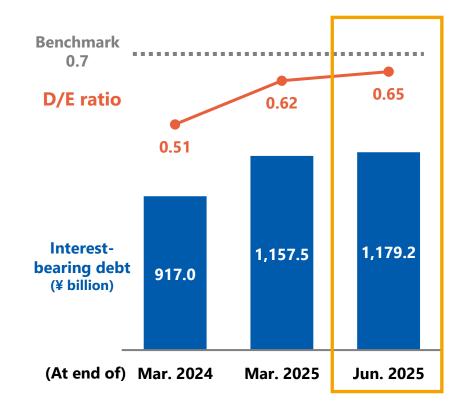
			(¥ billion)
	Q1 2024	Q1 2025	Increase (decrease)
Net non-operating income (expenses)	3.8	(3.7)	(7.5)
Gain on sales of investment securities	5.8	0.4	(5.5)
Gain on sales of noncurrent assets	0.2	0.1	(0.1)
Insurance income	1.2	_	(1.2)
Settlement income	_	4.3	4.3
Gain on sale of shares of subsidiaries and affiliates	_	7.5	7.5
Total extraordinary income	7.3	12.2	5.0
Loss on valuation of investment securities	0.6	_	(0.6)
Loss on disposal of noncurrent assets	1.6	1.6	0.0
Impairment loss	0.3	0.8	0.5
Loss on product compensation	1.8	_	(1.8)
Loss on cancellation of electricity contract	_	4.2	4.2
Business structure improvement expenses	7.4	29.9	22.5
Total extraordinary loss	11.6	36.4	24.8
Net extraordinary income (loss)	(4.3)	(24.2)	(19.9)
Income taxes	14.4	4.7	(9.7)

Balance sheets

- Total assets decreased by ¥51.5 billion with lower yen value of assets of overseas subsidiaries due to stronger yen, in addition to impact of divestiture of business in Healthcare
- D/E ratio maintained below benchmark as accumulated other comprehensive income decreased due to stronger yen while interest-bearing debt increased

							(¥ billion)
		At end of Jun. 2025	Vs end of Mar. 2025			At end of Jun. 2025	Vs end of Mar. 2025
C	urrent assets	1,751.9	(17.6)	Li	iabilities	2,085.8	(15.5)
	Cash and deposits	384.0	(9.5)		Accounts payable	173.7	(19.9)
	Accounts receivable	470.9	(20.5)		Interest-bearing debt ¹	1,179.2	21.8
	Inventories	725.6	6.3		Other liabilities	732.9	(17.4)
	Other current assets	171.4	6.1	N	let assets	1,878.0	(35.9)
Ν	oncurrent assets	2,211.9	(33.9)		Net worth	1,822.3	(37.1)
	Property, plant and equipment	911.3	(9.3)		Shareholders' equity	1,358.5	(8.3)
	Goodwill	372.1	(17.6)		Accumulated other comprehensive income	463.8	(28.9)
	Other intangible assets	523.8	(17.1)		Non-controlling interests	55.7	1.2
	Investment securities	182.2	13.8				
	Other noncurrent assets	222.6	(3.7)				
	Total assets	3,963.8	(51.5)		Total liabilities and net assets	3,963.8	(51.5)

■ Interest-bearing debt and D/E ratio



¹ Excluding lease obligations

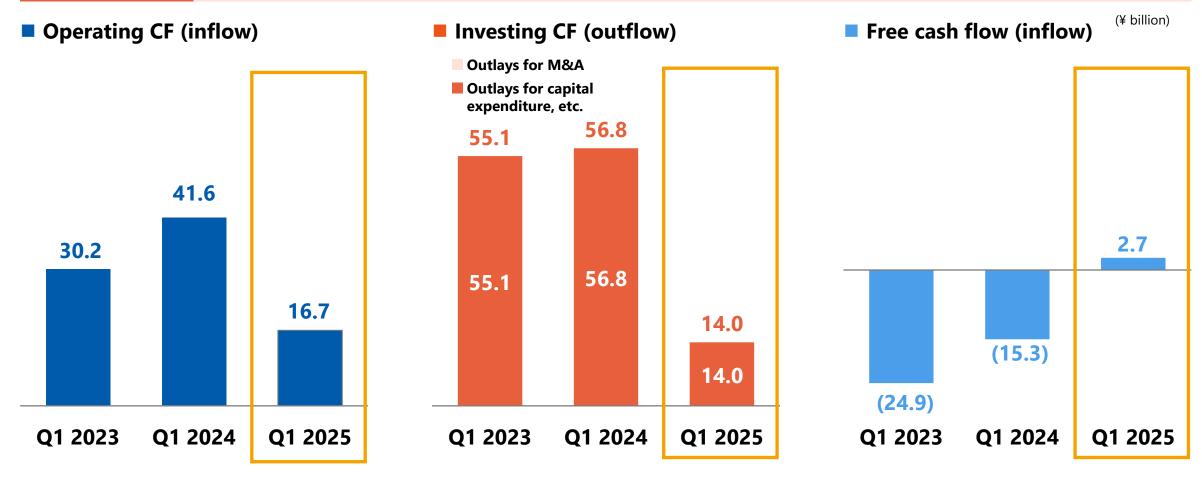
Cash flows

Operating CF

Cash inflow decreased with greater working capital associated with increased inventories for Real Estate Development in Homes, in addition to higher income taxes paid

Investing CF

Cash outflow decreased with lower disbursement compared to year-ago period when advance purchase of shares in Calliditas was made prior to tender offer, in addition to proceeds from sale of shares in subsidiaries due to business divestiture in Healthcare





2. Forecast for H1 2025

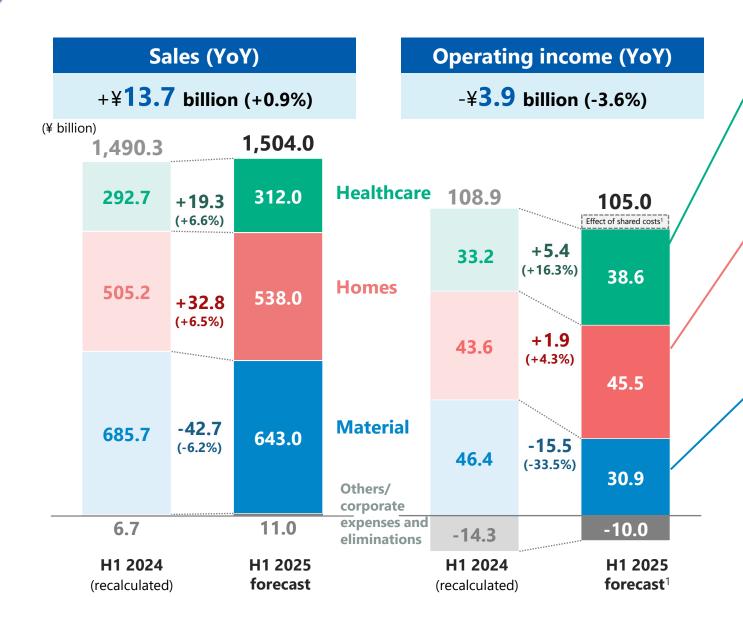
H1 2025 forecast (consolidated)

- Net sales increase by ¥13.7 billion (+0.9%) to ¥1,504.0 billion; in line with previous forecast (May 2025)
- Operating income decrease by ¥3.9 billion (-3.6%) to ¥105.0 billion; revised upward from previous forecast
- Net income attributable to owners of the parent increase by ¥0.8 billion (+1.2%) to ¥61.0 billion; revised upward from previous forecast

				H1 2024			H1 2025	Increase	% change	H1 2025 forecast	% change
		Q1	Q2	HT 2024	Q1	Q2 forecast	forecast	(decrease)	% change	in May	% Change
Net sales	(¥ billion)	735.9	754.4	1,490.3	738.3	765.7	1,504.0	13.7	+0.9%	1,512.0	-0.5%
Operating income	(¥ billion)	49.9	59.0	108.9	53.7	51.3	105.0	(3.9)	-3.6%	95.0	+10.5%
Operating margir	ı	6.8%	7.8%	7.3%	7.3%	6.7%	7.0%	-0.3%		6.3%	+0.7%
Operating income before goodwill amortization	(¥ billion)	57.8	66.8	124.6	61.7	59.3	121.0	(3.6)	-2.9%	111.0	+9.0%
EBITDA	(¥ billion)	94.1	103.3	197.5	100.9	101.1	202.0	4.5	+2.3%	192.0	+5.2%
EBITDA margir	ı	12.8%	13.7%	13.3%	13.7%	13.2%	13.4%	+0.2%		12.7%	+0.7%
Net income attributable to owners of the parent	(¥ billion)	34.1	26.2	60.2	19.7	41.3	61.0	0.8	+1.2%	42.0	+45.2%
EPS	(¥)			43.46			44.92	1.45	+3.3%	30.47	+47.4%
EPS before goodwill amortization	(¥)			54.80			56.70	1.89	+3.5%	42.08	+34.7%
Exchange rate/naphtha price											
¥/US\$ exchange rate (market average	ge)	156	149	153	145	145	145			140	
¥/€ exchange rate (market average)		168	164	166	164	170	167			160	
Naphtha price (¥/kL, domestic)		79,000	76,900	78,000	66,300	63,000	64,700			55,000	

¹⁸

H1 2025 forecast by segment (year-on-year)



Operating income change factors

Healthcare

+¥5.4 billion

Negative effect of divestiture, but increased income with greater sales of mainstay products and effect of consolidation of Calliditas, etc., in Pharmaceuticals & Life Science.

Pharmaceuticals & Life Science	+¥ 7.4 billion
Critical Care	-¥ 2.0 billion

Homes

+¥1.9 billion

Decreased income in overseas homes, but increased income with higher average unit prices in order-built homes and firm performance in Construction Materials, etc.

Housing	+¥ 0.9 billion
Construction Materials	+¥ 1.0 billion

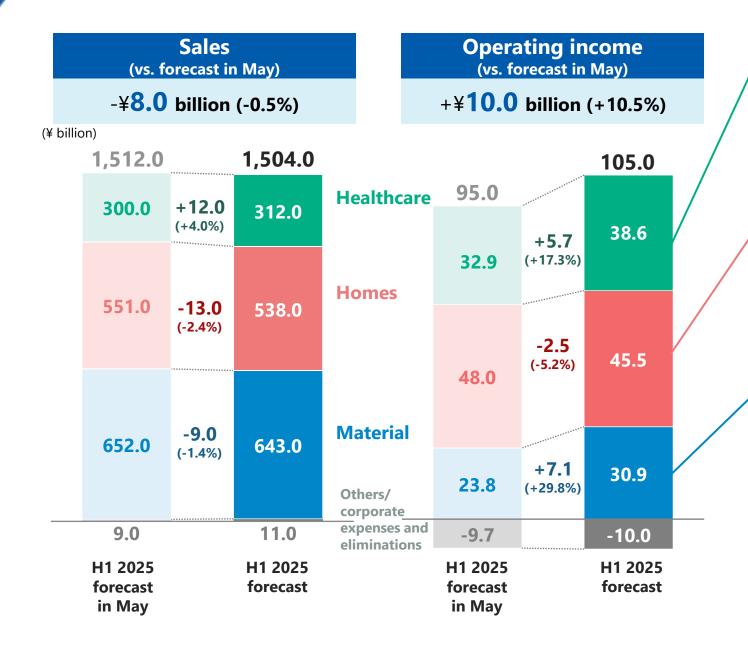
Material

-¥**15.5** billion

Decreased income with negative effect of foreign exchange due to stronger yen, and impact of maintenance turnaround and inventory valuation in Essential Chemical

Electronics	-¥ 0.8 billion
Car Interior	-¥ 1.4 billion
Energy & Infrastructure	+¥ 0.2 billion
Comfort Life	-¥ 3.5 billion
Performance Chemical	-¥ 5.3 billion
Essential Chemical	-¥ 10.3 billion

H1 2025 forecast by segment (vs. forecast in May)



Operating income change factors

Healthcare +¥

+¥5.7 billion

Forecast revised upward with greater sales of mainstay products in Pharmaceuticals & Life Science, and certain SG&A expenses such as licensing expense in Pharmaceuticals postponed to H2

Pharmaceuticals & Life Science	+¥ 7.5 billion
Critical Care	-¥ 1.8 billion

Homes

-¥2.5 billion

Forecast revised downward with slower than expected recovery of housing demand in overseas homes

Housing	-¥ 3.0 billion
Construction Materials	+¥ 0.5 billion

Material

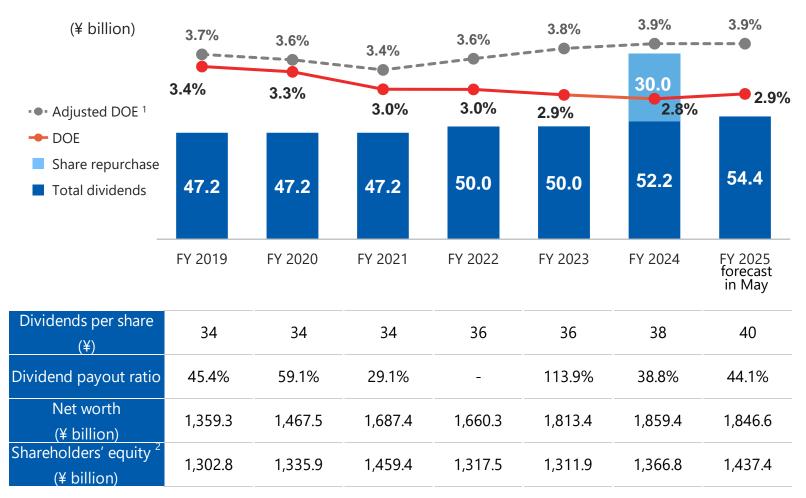
+¥7.1 billion

Forecast revised upward with especially firm sales in Electronics and Car Interior, reduced fixed costs, and weaker yen than previously expected, etc.

Electronics	+¥ 1.0 billion
Car Interior	+¥ 1.6 billion
Energy & Infrastructure	+¥ 1.7 billion
Comfort Life	+¥ 0.1 billion
Performance Chemical	-¥ 3.0 billion
Essential Chemical	+¥ 1.8 billion

Shareholder returns

Fiscal 2025 dividends **forecasted to increase by ¥2 to ¥40 per share** in line with shareholder returns policy of MTP shown below. **Interim dividend forecast at ¥20 per share** (no change from the previous forecast)



Shareholder returns policy

Determining level of shareholder returns based on medium-term FCF outlook

Aiming for medium- to long-term progressive dividends with **DOE of**3% as a benchmark

Share repurchase is decided by comprehensively considering optimal capital structure, investment projects, cash flow, and share price conditions

¹ Adjusted DOE (dividends on equity) = total dividends ÷ shareholders' equity

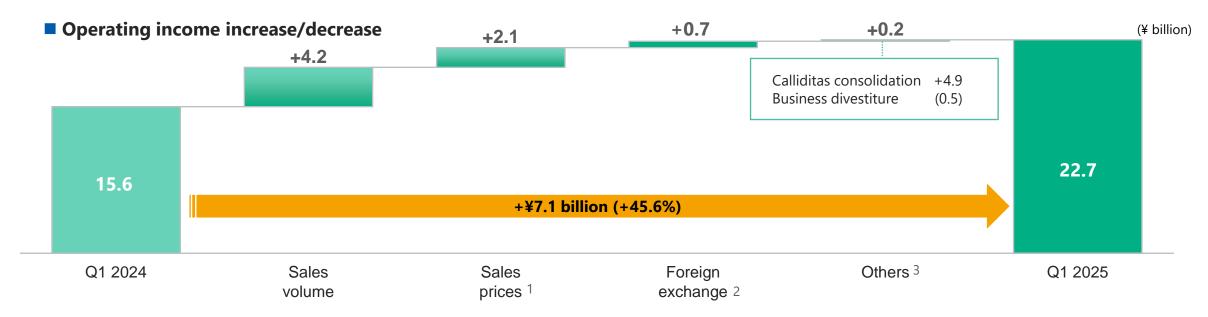
² Shareholders' equity = Net worth - accumulated other comprehensive income



3. Results by segment

Sales and operating income increase/decrease

Operating income increased due to positive sales volume factor with steady expansion of mainstay products in Pharmaceuticals & Life Science, and positive sales prices factor for AEDs etc. in Critical Care

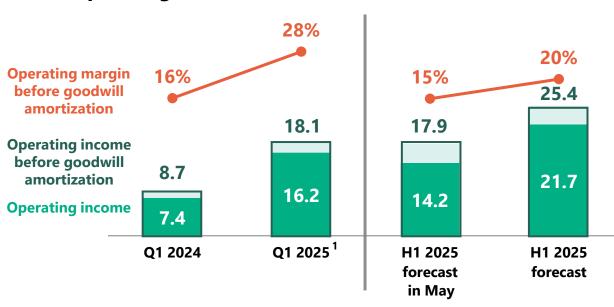


	Sales				Operating income							
			Increase				Increase			Increase (deci	rease) due to:	
	Q1 2024	Q1 2025	(decrease)	% change	O1 2024 O1 2025	(decrease)	% change	Sales volume	Sales prices ¹	Foreign exchange ²	Others ³	
Healthcare segment	145.8	155.1	9.4	+6.4%	15.6	22.7	7.1	+45.6%	4.2	2.1	0.7	0.2
Pharmaceuticals & Life Science	56.3	65.6	9.2	+16.4%	7.4	16.2	8.8	+119.4%	5.7	0.8	0.0	2.3
Critical Care	89.4	89.6	0.1	+0.1%	8.2	6.4	(1.7)	-21.1%	(1.5)	1.3	0.6	(2.2)

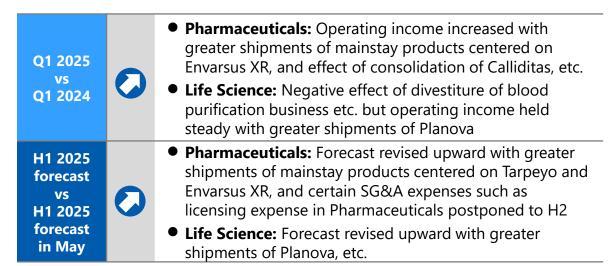
¹ Excluding effect of foreign exchange. ² Effect of foreign exchange associated with sales prices.

³ Including foreign currency translation adjustment, fixed cost variance, and nonrecurring income/expense related to licensing, new consolidations, etc.

Operating income (¥ billion)



Operating income change factors



Business strategy in the current MTP

Pharmaceuticals

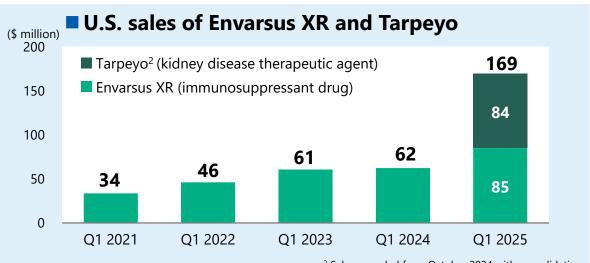


- Income growth of Envarsus XR (Veloxis), Tarpeyo (Calliditas), and mainstay domestic products
- Continuing growth investment (additional M&A, in-licensing) focused on therapeutic areas of immunology and transplantation, etc.

Life Science



- Firm growth of Planova (virus removal filters)
- Order expansion at Bionova (CDMO business)



² Sales recorded from October 2024 with consolidation

Healthcare Main pharmaceuticals

		FY 2	024	FY 2025	Q1 2025 vs	Q1 2024
	(Sales region, monetary unit)	Q1	H1	Q1	Increase(decrease)	% change
Veloxis Pharmace	euticals					
Envarsus XR	(US, \$ million)	62	135	85	23	+36.4%
Calliditas Therape	eutics AB					
Tarpeyo	(US, \$ million)			84	84	-
Asahi Kasei Pharr	ma					
Teribone	(Japan, ¥ billion)	10.4	20.5	10.9	0.5	+4.4%
Reclast	(Japan, ¥ billion)	0.3	0.6	0.3	(0.0)	-7.2%
Kevzara	(Japan, ¥ billion)	2.8	5.5	3.0	0.2	+5.3%
Plaquenil	(Japan, ¥ billion)	1.6	3.2	0.6	(1.1)	-66.4%
Recomodulin	(Japan, ¥ billion)	1.7	3.5	1.5	(0.1)	-6.6%
Cresemba	(Japan, ¥ billion)	0.6	1.6	1.5	0.8	+130.6%
Empaveli	(Japan, ¥ billion)	0.4	1.0	0.5	0.1	+15.1%

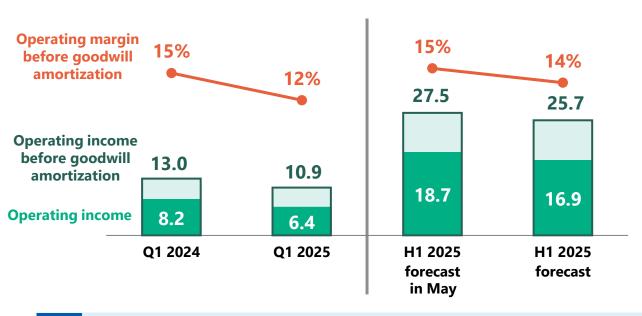
Product name	Generic name	Classification	Indication	Formulation
Envarsus XR	Tacrolimus extended-release tablets	Immunosuppressant drug	Suppression of kidney transplant rejection	Tablet
Tarpeyo	Budesonide delayed release capsules	Kidney disease therapeutic agent	Primary IgA nephropathy with risk of disease progression	Capsule
Teribone	Teriparatide acetate	Synthetic human parathyroid hormone (PTH)	Osteoporosis with high risk of fracture	Injection
Reclast	Zoledronic acid	Osteoporosis drug	Osteoporosis	Injection
Kevzara	Sarilumab (rDNA origin)	Interleukin-6 inhibitor	Rheumatoid arthritis not responding well to conventional treatments	Injection
Plaquenil	Hydroxychloroquine sulfate	Immunomodulator	Cutaneous lupus erythematosus, systemic lupus erythematosus	Tablet
Recomodulin	Recombinant thrombomodulin alfa	Anticoagulant	Disseminated intravascular coagulation	Injection
Cresemba	Isavuconazonium sulfate	Antifungal agent	Aspergillosis, mucormycosis, cryptococcosis	Capsule, Injection
Empaveli	Pegcetacoplan	Complement protein C3 inhibitor	Paroxysmal nocturnal hemoglobinuria	Injection

Pharmaceuticals pipeline

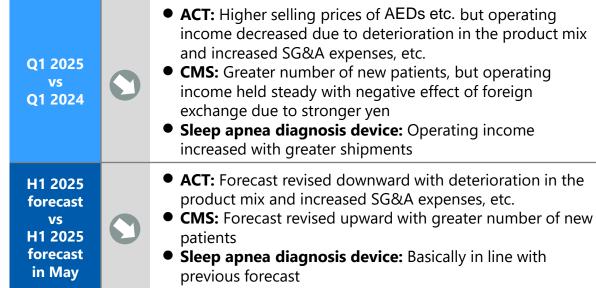
Development stage	Code name, generic name	Indication	Origin	Development	Region/remarks
Phase III	TA799, apraglutide	Short bowel syndrome	Licensed	Licensor	Phase I in Japan was conducted by Asahi Kasei Pharma
Phase III	ART-123, recombinant thrombomodulin alfa	Chemotherapy-induced peripheral neuropathy (CIPN)	In-house	In-house	Additional indication Joint U.SJapan Phase I study complete
Phase II	AK1830	Pain associated with osteoarthritis	Licensed	In-house	
Phase II	ANTOSU	Chronic low back pain	Licensed	in-nouse	
Phase I	AK1910	Autoimmune diseases	Licensed	In-house	
Phase III (overseas)	ART-123, recombinant thrombomodulin alfa	Severe sepsis with coagulopathy	In-house	In-house	United States, Europe, etc.
Phase I (overseas)	ART-123, recombinant thrombomodulin alfa	Chemotherapy-induced peripheral neuropathy (CIPN)	In-house	In-house	United States Joint U.SJapan Phase I study complete
Phase I (overseas)	VEL-101	SOT (solid organ transplant)	Licensed	In-house	United States, etc.
Phase II (licensed out)	LY3857210	Chronic pain	Co- development	Licensee	Global (Asahi Kasei Pharma has promotion rights in Japan and China)

Healthcare Critical Care

■ Operating income (¥ billion)



Operating income change factors



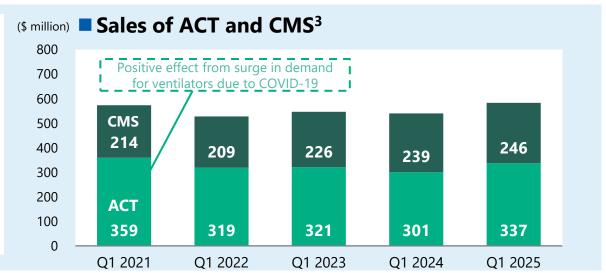
Business strategy n the current MTP

Critical Care



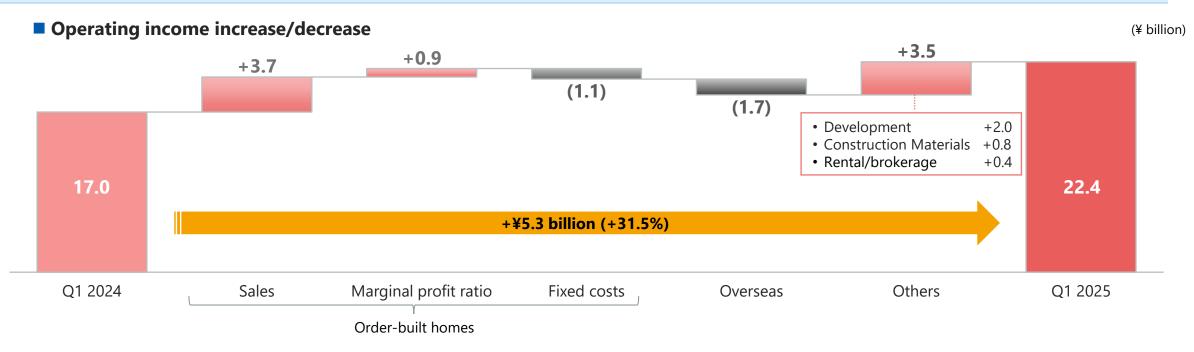
First Priority

- Steady growth with rising market share for professional defibrillators,
 AEDs, etc. in ACT¹
- Greater penetration of potential market for LifeVest in CMS²
- Create demand and expand earnings for new devices such as sleep apnea diagnosis and treatment devices (Itamar, Respicardia), etc.



¹ Acute Care Technology: Professional defibrillators, AEDs, CPR-related, temperature management, software solutions, etc.

Operating income increased with improved sales factor due to higher unit prices and improved marginal profit ratio due to cost reductions in order-built homes, greater number of condominium units sold in development, etc.



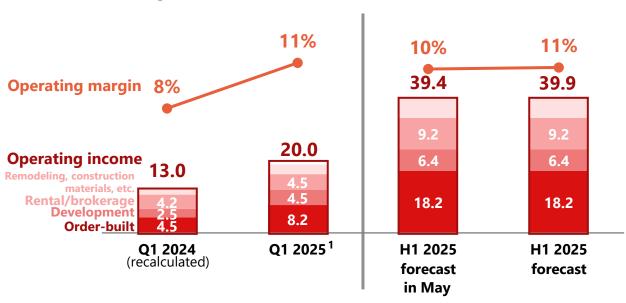
	Sales					Operating income								
										Increase (decrease) due to:				
	Q1 2024	Q1 2025	Increase	% change	Q1 2024	Q1 2025	Increase	% change	Oı	rder-built hom	es			
				(decrease)			(decrease)		Sales	Marginal Profit	Fixed cost	Overseas	Others	
	Homes segment	236.5	258.9	22.4	+9.5%	17.0	22.4	5.3	+31.5%	3.7	0.9	(1.1)	(1.7)	3.5
	Housing	226.4	248.0	21.7	+9.6%	16.5	21.0	4.5	+27.5%	3.7	0.9	(1.1)	(1.7)	2.7
	Construction Materials	10.1	10.9	0.7	+7.3%	0.5	1.4	0.8	+162.2%	_	-	-	-	0.8

Homes

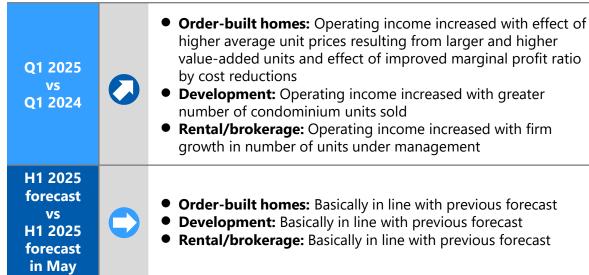
Business strategy in the current MT

Housing (Order-built, Development, Rental/brokerage, Remodeling, Construction Materials)





Operating income change factors



Real estate development

Growth Potential

Earnings Base

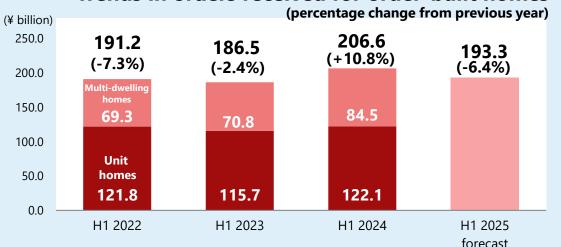
Expansion

Reinforcing land purchasing and expanding business utilizing the land

Order-built homes, Rental/brokerage, Remodeling, Construction Materials

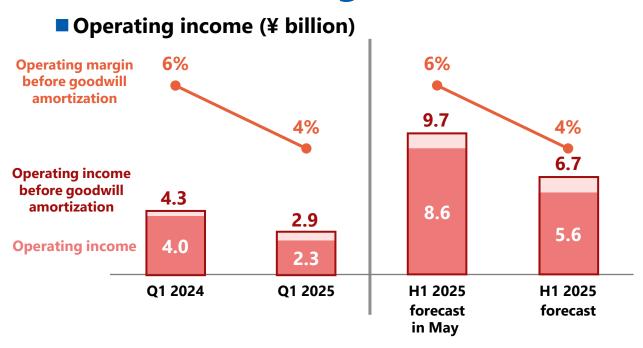
 Strengthen profitability of the order-built homes business with larger and higher added value units and expanded apartment buildings business

■ Trends in orders received for order-built homes

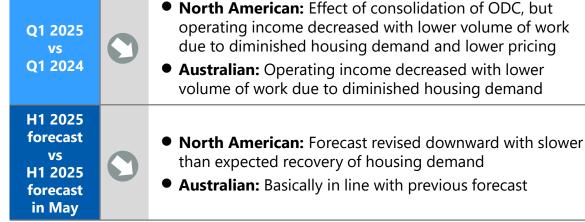


Homes

Housing (Overseas Homes)



Operating income change factors

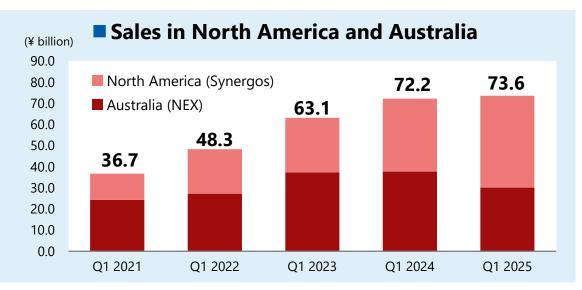


Business strategy n the current MTP

Overseas Homes



- Reinforcing the Synergos model¹ and sustainable growth by expanding regional coverage in North American business
- Expand market share in Australia and improve profitability and capital efficiency by reforming operational processes in Australian business

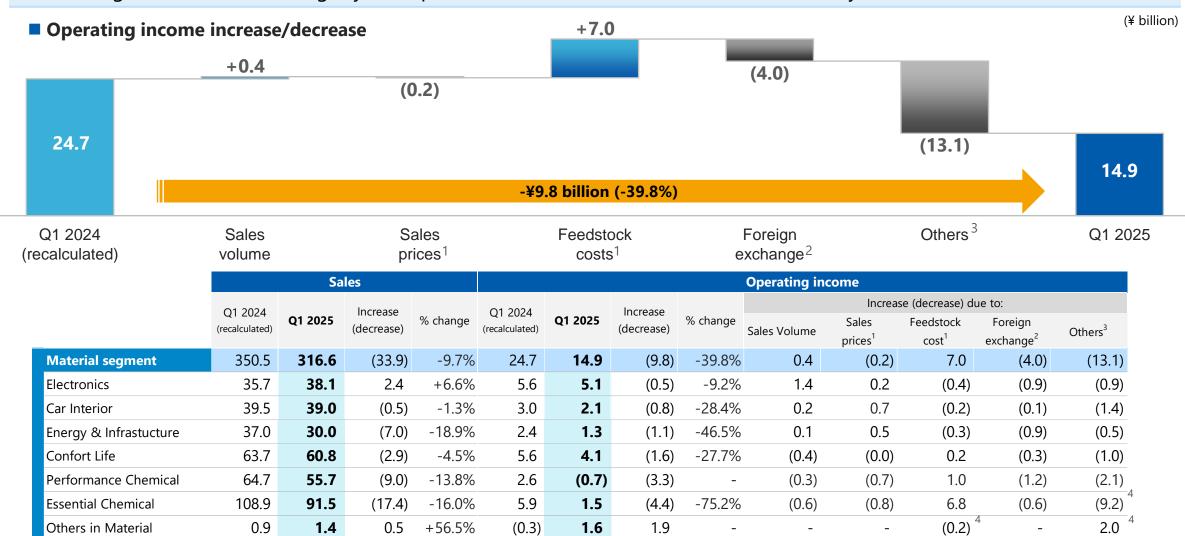


¹ A business model that integrates core steps of the construction process for shortening the construction period and providing high quality homes

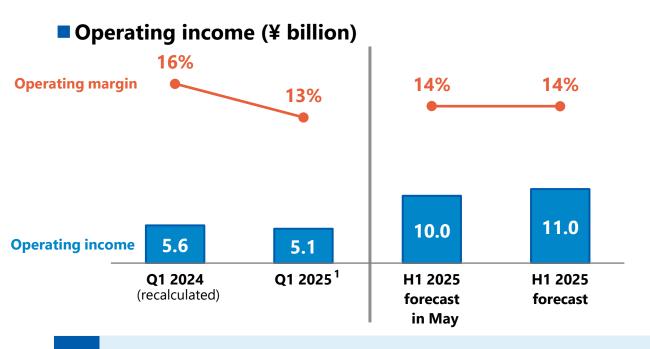
Sales and operating income increase/decrease



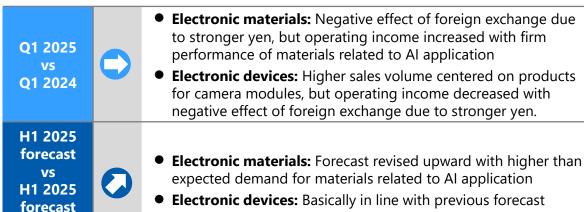
Positive effect of feedstock costs with lower feedstock prices, but operating income decreased with negative foreign exchange factor due to stronger yen, impact of maintenance turnaround and inventory valuation in Essential Chemical



¹ Excluding effect of foreign exchange. ² Effect of foreign exchange associated with sales prices and feedstock costs. ³ Foreign currency translation adjustment, fixed costs, inventory valuation, etc. ⁴ "Others" in operating income of Essential Chemical includes increase/decrease related to internal sales price which correlates with "Feedstock cost" for the segment; to compensate, corresponding positive and negative figures are shown as "Feedstock cost" and "Others" of Others in Material.



Operating income change factors



Business strategy in the current MTP

Electronics

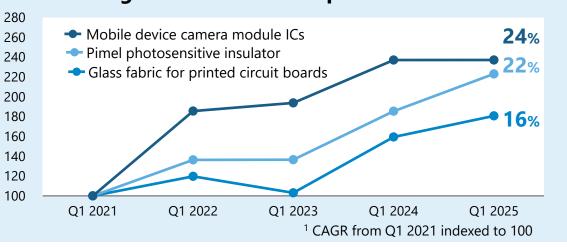


First Priority

in May

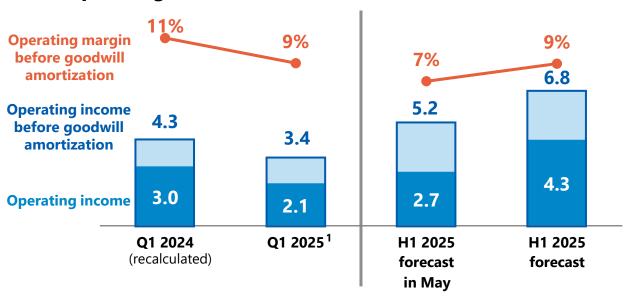
- Propose optimal materials for the advanced semiconductor package market based on experience in semiconductor chips and materials for substrates and packaging processes in electronic materials
- Especially, expand production capacity for Pimel as semiconductor buffer coat/interlayer dielectric with strong demand in the growing field of cutting-edge semiconductor for AI servers
- Development and commercialization of new electronic materials

■ Sales growth rate of main products¹



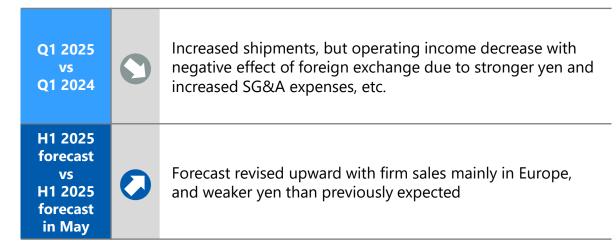
¹ Allocation of shared costs has been changed from fiscal 2025. See p. 36.

Operating income (¥ billion)



design, and advanced processing and finishing

Operating income change factors



Business strategy in the current MTP

Car Interior

• Firm income growth as a solution-providing business with adaptability leveraging a product lineup matching customer needs, innovative

Earnings Base

Expansion

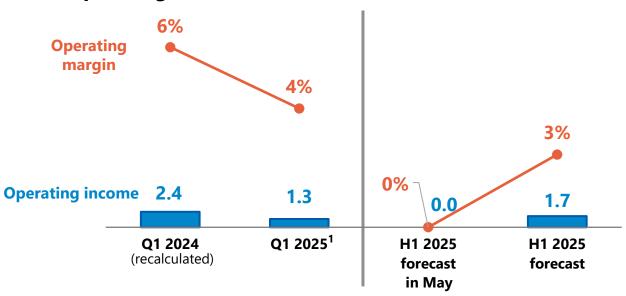
• Expanding business platform with regionally optimized manufacturing in the U.S., Europe, Japan, and China

Sales of Sage Automotive Interiors (\$ million) 250 200 150 100 50 Q1 2021 Q1 2022 Q1 2023 Q1 2024 Q1 2025

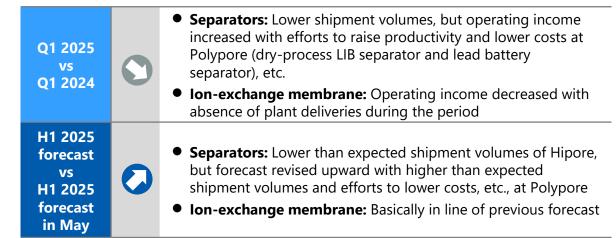
¹ Allocation of shared costs has been changed from fiscal 2025. See p. 36.

Energy & Infrastructure Material

Operating income (¥ billion)



Operating income change factors



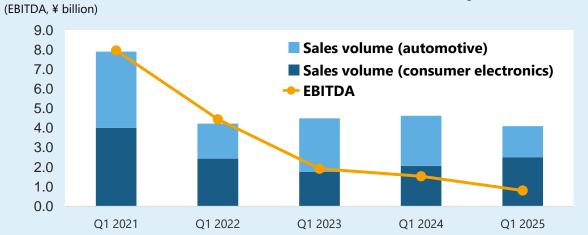
Energy & Infrastructure

Business strategy in the current MTP

Growth Potential

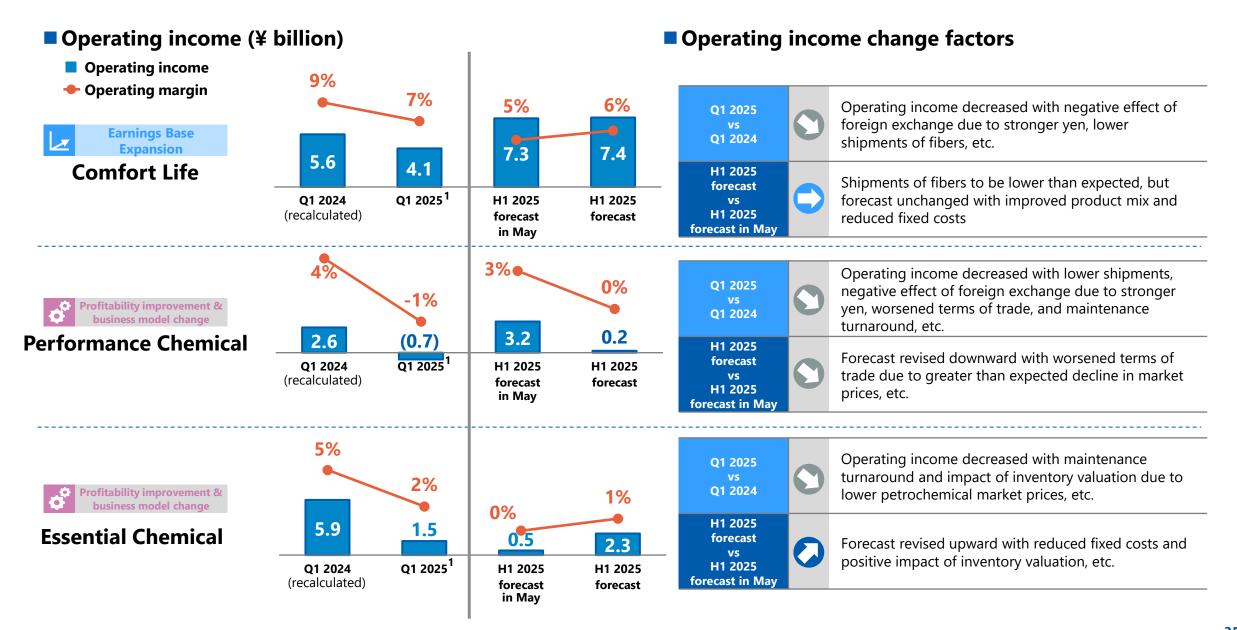
- Improve earnings through recovery in demand for Hipore wetprocess LIB separator in Separators. Operation of North American plant from H2 2027, full-scale earnings contribution from FY 2028
- Enhance capacity for expansion and steady income growth based on long-standing business foundations as a solution provider in the ionexchange membrane process chlor-alkali business

■ Sales volume and EBITDA trends for Hipore



Comfort Life, Performance Chemical, Essential Chemical





Change in allocation of shared costs

Due to a change in allocation of shared costs starting in fiscal 2025, operating income was lower in each segment and business category than formerly; there is no impact on total consolidated operating income

(¥ billion)

	Q1 2024 operating income (recalculated)	Q1 2025 operating income	Increase (decrease)	of which, impact of changes in allocation criteria	Increase (decrease) excluding the impact of allocation of expenses
Healthcare segment	15.6	22.7	7.1	(0.2)	7.3
Pharmaceuticals & Life Science	7.4	16.2	8.8	(0.2)	9.1
Critical Care	8.2	6.4	(1.7)	-	(1.7)
Homes segment	17.0	22.4	5.3	(0.4)	5.7
Housing	16.5	21.0	4.5	(0.3)	4.8
Construction Materials	0.5	1.4	0.8	(0.1)	0.9
Material segment	24.7	14.9	(9.8)	(1.0)	(8.9)
Electronics	5.6	5.1	(0.5)	(0.1)	(0.4)
Car Interior	3.0	2.1	(0.8)	(0.0)	(0.8)
Energy & Infrastructure	2.4	1.3	(1.1)	(0.2)	(0.9)
Comfort Life	5.6	4.1	(1.6)	(0.2)	(1.4)
Performance Chemical	2.6	(0.7)	(3.3)	(0.1)	(3.2)
Essential Chemical	5.9	1.5	(4.4)	(0.3)	(4.1)
Others in Material	(0.3)	1.6	1.9	(0.1)	2.0
Others	0.2	0.4	0.1	-	0.1
Corporate expenses and eliminations	(7.7)	(6.6)	1.1	1.6	(0.5)
Consolidated	49.9	53.7	3.8	-	3.8

Net sales breakdown by segment

			H1 2024			H1 2025	%change	% change	
	Q1	Q2	(recalculated)	Q1	Q2 forecast	forecast	Q1 2025 vs Q1 2024	H1 2025 vs H1 2024	
Healthcare segment	145.8	147.0	292.7	155.1	156.9	312.0	+6.4%	+6.6%	
Pharmaceuticals & Life Science	56.3	57.2	113.5	65.6	58.4	124.0	+16.4%	+9.2%	
Pharmaceuticals	32.2	34.0	66.2	50.2	45.8	96.0	+55.7%	+45.1%	
Life Science	24.1	23.2	47.3	15.4	12.6	28.0	-36.1%	-40.8%	
Critical Care	89.4	89.8	179.2	89.6	98.4	188.0	+0.1%	+4.9%	
Homes segment	236.5	268.7	505.2	258.9	279.1	538.0	+9.5%	+6.5%	
Housing	226.4	257.9	484.2	248.0	267.0	515.0	+9.6%	+6.4%	
Order-built homes	91.1	103.0	194.0	102.5	109.5	212.0	+12.5%	+9.3%	
Development	10.6	23.0	33.6	14.0	11.0	25.0	+31.4%	-25.6%	
Rental/brokerage	39.0	41.8	80.8	43.9	47.1	91.0	+12.5%	+12.6%	
Remodeling	12.6	15.4	28.0	13.3	17.7	31.0	+4.9%	+10.5%	
Overseas Homes	72.2	74.2	146.4	73.6	84.9	158.5	+1.9%	+8.3%	
Others	8.0	0.6	1.3	0.8	(3.3)	(2.5)	+5.8%		
Construction materials	10.1	10.8	20.9	10.9	12.1	23.0	+7.3%	+9.8%	
Material segment	350.5	335.2	685.7	316.6	326.4	643.0	-9.7%	-6.2%	
Electronics	35.7	36.8	72.5	38.1	38.9	77.0	+6.6%	+6.2%	
Car Interior	39.5	38.3	77.8	39.0	40.0	79.0	-1.3%	+1.6%	
Energy & Infrastructure	37.0	33.2	70.2	30.0	36.0	66.0	-18.9%	-6.0%	
Comfort Life	63.7	66.1	129.8	60.8	65.2	126.0	-4.5%	-2.9%	
Performance Chemical	64.7	61.7	126.4	55.7	53.3	109.0	-13.8%	-13.8%	
Essential Chemical	108.9	98.1	207.0	91.5	91.5	183.0	-16.0%	-11.6%	
Others in Material	0.9	1.1	2.0	1.4	1.6	3.0	+56.5%	+53.5%	
Others	3.2	3.6	6.7	7.7	3.3	11.0	+144.2%	+63.8%	
Consolidated	735.9	754.4	1,490.3	738.3	765.7	1,504.0	+0.3%	+0.9%	

Operating income breakdown by segment

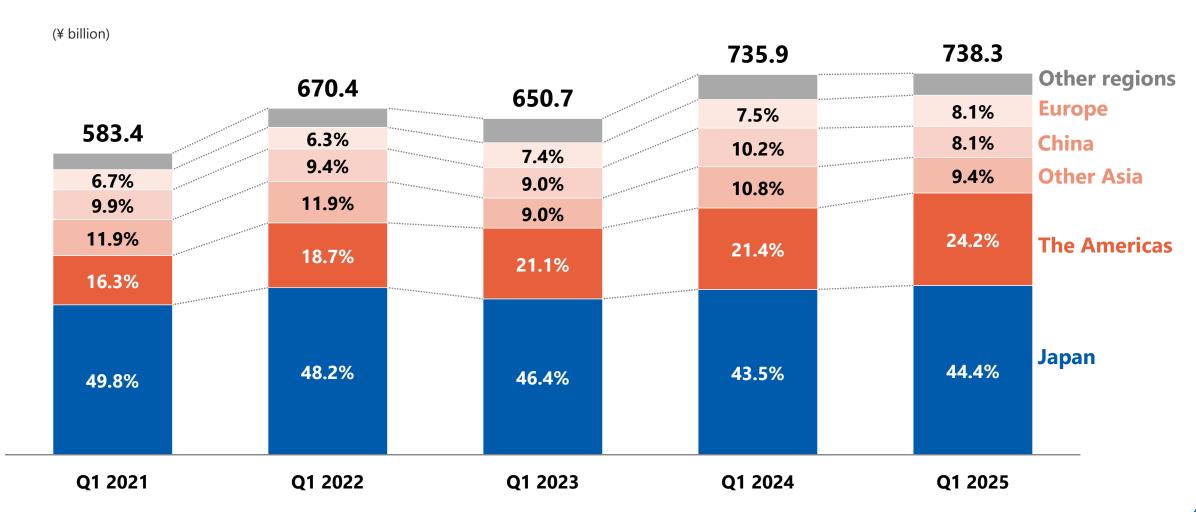
							% change	% change	(¥ billion) H1 2025
	Q1	Q2	H1 2024 (recalculated)	Q1	Q2 forecast	H1 2025 forecast ¹	Q1 2025 vs Q1 2024	H1 2025 vs H1 2024	forecast in May
Healthcare segment	15.6	17.6	33.2	22.7	15.9	38.6	+45.6%	+16.3%	32.9
Pharmaceuticals & Life Science	7.4	6.9	14.3	16.2	5.5	21.7	+119.4%	+52.1%	14.2
Critical Care	8.2	10.7	18.9	6.4	10.5	16.9	-21.1%	-10.6%	18.7
Homes segment	17.0	26.6	43.6	22.4	23.1	45.5	+31.5%	+4.3%	48.0
Housing	16.5	25.5	41.9	21.0	21.8	42.8	+27.5%	+2.1%	45.8
Order-built homes	4.5	10.7	15.2	8.2	10.0	18.2	+81.5%	+19.5%	18.2
Development	2.5	4.2	6.8	4.5	1.9	6.4	+77.6%	-5.8%	6.4
Rental/brokerage	4.2	4.1	8.3	4.5	4.6	9.2	+8.6%	+11.0%	9.2
Remodeling	1.2	2.2	3.4	1.0	2.4	3.4	-17.3%	+0.1%	3.4
Overseas Homes	4.0	4.0	8.0	2.3	3.3	5.6	-41.8%	-30.0%	8.6
Others	0.1	0.2	0.3	0.5	(0.4)	0.1	+509.8%	-75.4%	0.1
Construction materials	0.5	1.2	1.7	1.4	1.3	2.7	+162.2%	+58.2%	2.2
Material segment	24.7	21.7	46.4	14.9	16.0	30.9	-39.8%	-33.5%	23.8
Electronics	5.6	6.2	11.8	5.1	5.9	11.0	-9.2%	-6.6%	10.0
Car Interior	3.0	2.7	5.7	2.1	2.2	4.3	-28.4%	-24.2%	2.7
Energy & Infrastructure	2.4	(0.9)	1.5	1.3	0.4	1.7	-46.5%	+12.7%	0.0
Comfort Life	5.6	5.3	10.9	4.1	3.3	7.4	-27.7%	-32.2%	7.3
Performance Chemical	2.6	2.9	5.5	(0.7)	0.9	0.2	-	-96.3%	3.2
Essential Chemical	5.9	6.7	12.6	1.5	0.8	2.3	-75.2%	-81.7%	0.5
Others in Material	(0.3)	(1.2)	(1.5)	1.6	2.4	4.0	-	-	0.1
Others	0.2	0.6	0.8	0.4	1.0	1.4	+52.8%	+67.9%	1.3
Corporate expenses and eliminations	(7.7)	(7.5)	(15.2)	(6.6)	(4.8)	(11.4)	-	-	(11.0)
Consolidated	49.9	59.0	108.9	53.7	51.3	105.0	+7.6%	-3.6%	95.0

¹ Allocation of shared costs has been changed from fiscal 2025. See p. 36.

4. Appendix

Overseas sales

Lower portion of overseas sales year-on-year due to effect of stronger yen, but sales in The Americas increasing with expansion of sales in Pharmaceuticals etc. in the U.S.



Depreciation and amortization

(¥ billion)

	Depreciation and amortization ¹				Amortization of goodwill	
	Q1 2024 (recalculated)	of which, PPA amortization	Q1 2025	of which, PPA amortization	Q1 2024 (recalculated)	Q1 2025
Helthcare segment	12.3	7.1	14.8	9.0	6.2	6.3
Pharmaceuicals & Life Science	6.4	3.9	8.1	5.9	1.4	1.9
Critical Care	5.9	3.3	6.8	3.1	4.8	4.4
Homes segment	5.0	1.2	5.0	1.2	0.3	0.5
Housing	4.4	1.2	4.4	1.2	0.3	0.5
Construction Materials	0.6	-	0.6	-	-	-
Material segment	15.7	1.0	15.9	0.9	1.4	1.3
Electronics	1.6	-	1.6	-	-	-
Car Interior	2.7	1.0	2.7	0.9	1.3	1.2
Energy & Infrastructure	4.2	0.0	3.9	-	0.0	0.0
Comfort Life	2.6	-	2.7	-	-	-
Performance Chemical	1.7	-	1.9	-	0.1	0.0
Essential Chemical	1.5	-	1.6	-	-	-
Others in Material	1.4	-	1.3	-	-	-
Others	0.3	-	0.3	-	-	-
Corporate expenses and eliminations	3.1	-	3.3	-	-	-
Consolidated	36.3	9.3	39.2	11.1	8.0	8.1

¹ Amortization of goodwill is excluded and shown separately on the right.

² Amortization of intangible assets from PPA at the time of acquisition.

Main KPIs (as of May 2025)

Operating margin

Improved in FY 2024 with income growth centered on First Priority businesses; continued income growth expected in FY 2025 but margin to remain flat due to impact of the stronger yen and lower petrochemical market prices

ROIC

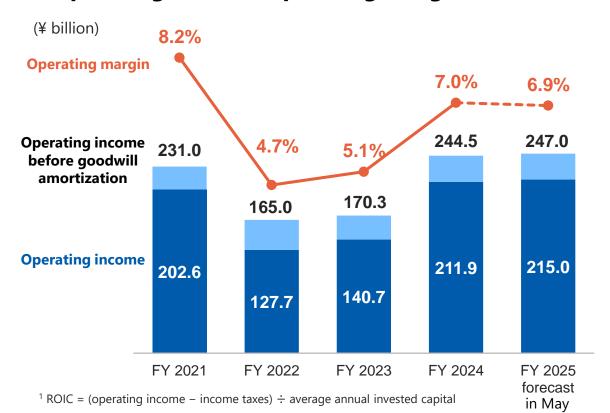
Declined slightly in FY 2024 due to tax benefit in previous year, expected to remain around the same level in FY 2025

ROE

Improvement in FY 2024 with significant recovery of net income; while shareholders' equity is forecasted to decrease due to greater shareholder returns and the stronger yen, decline forecasted in FY 2025 with losses accompanying structural transformation, etc.

■ ROIC¹, ROE

Operating income, operating margin



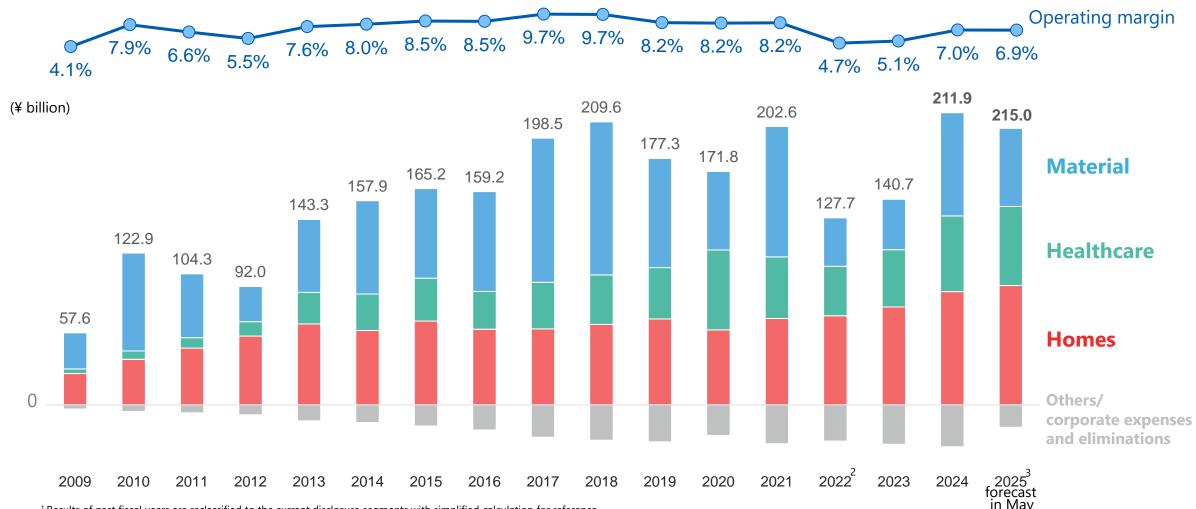
→ ROIC → ROE 10.3% 7.4% 6.7% 6.6% 5.9% 5.5% 5.3% 4.0% 2.5% -5.5% FY 2021 FY 2022 FY 2023 FY 2024 FY 2025

forecast

in May

Operating income trend¹ (as of May 2025)

Income structure is more resilient with steady income growth in Homes and income expansion in Healthcare; Material impacted by severe operating environment after peak in fiscal 2018, but overall operating income recovered from nadir in fiscal 2022 and reached new record high in fiscal 2024



¹ Results of past fiscal years are reclassified to the current disclosure segments with simplified calculation for reference

² Figures for fiscal 2022 retroactively revised to reflect result of PPA (purchase price allocation) completed in Q1 2023 related to Focus Companies acquired on October 31, 2022

³ Allocation of shared costs has been changed from fiscal 2025. See p. 36.

Note and schedule

• Figures for operating income by business category include intrasegment transactions which are eliminated from the segment totals.

Schedule for announcement of financial results for Q2 fiscal 2025

November 5, 2025 (JST)

Disclaimer

The forecasts and estimates shown in this document are dependent on a variety of assumptions and economic conditions. Plans and figures depicting the future do not imply a guarantee of actual outcomes.

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