

# Medium-term management initiative Cs+ for Tomorrow 2021

Issues for sustainable society are being discussed around the world. Asahi Kasei expresses its stance in this medium-term management initiative as “Care for People, Care for Earth” as we continuously contribute to the sustainable development of mankind and the earth. While leveraging our strengths of “diversity” and “capability to change,” Asahi Kasei will explicitly focus on contributing to a sustainable society while achieving sustainable growth of corporate value.



## + Progression of management initiatives

### Cs for Tomorrow 2018 (2016-2018)

Building the base for the next phase with the diverse “Cs” of Compliance, Communication, Challenge, and Connections.

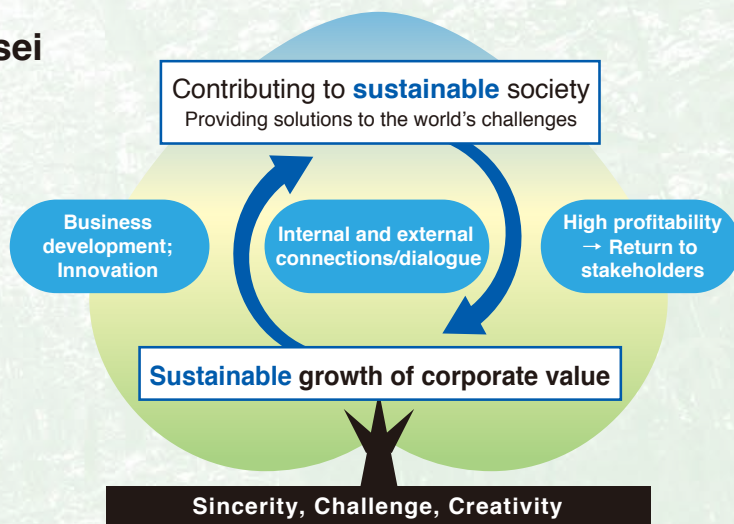
### Cs+ for Tomorrow 2021 (2019-2021)

While extending these “Cs,” we additionally focus on the “Cs” of “Care for People, Care for Earth” to contribute to a sustainable society and the sustainable growth of corporate value.

→ Sustainability for Asahi Kasei

## + Sustainability for Asahi Kasei

Asahi Kasei is focusing on two mutually reinforcing aspects of sustainability, “contributing to sustainable society” and “sustainable growth of corporate value.”



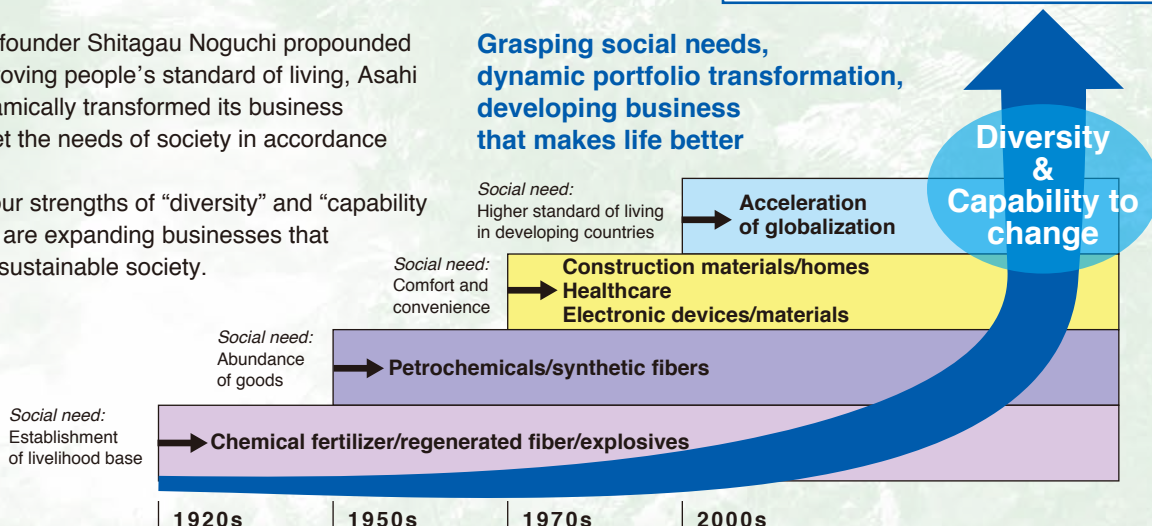
## + Asahi Kasei’s vision and goals for portfolio transformation

Ever since our founder Shitagau Noguchi propounded a vision of improving people’s standard of living, Asahi Kasei has dynamically transformed its business portfolio to meet the needs of society in accordance with the times.

Leveraging our strengths of “diversity” and “capability to change,” we are expanding businesses that contribute to a sustainable society.

Grasping social needs, dynamic portfolio transformation, developing business that makes life better

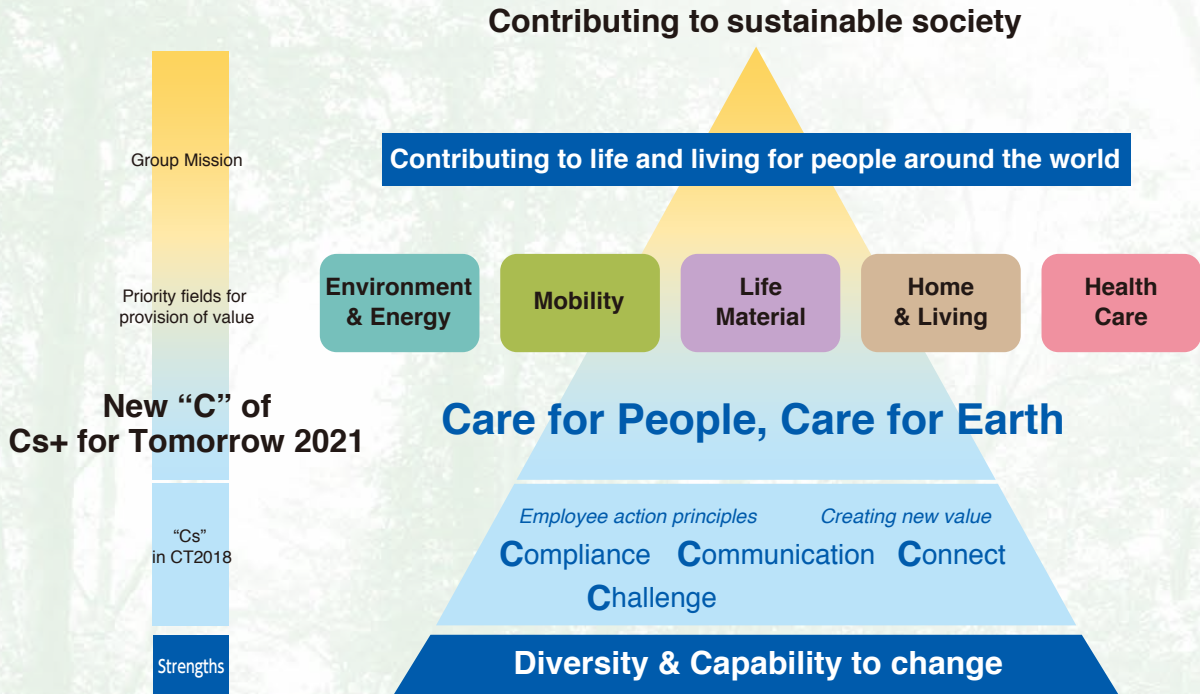
Contributing to **sustainable** society  
Providing solutions to the world’s challenges





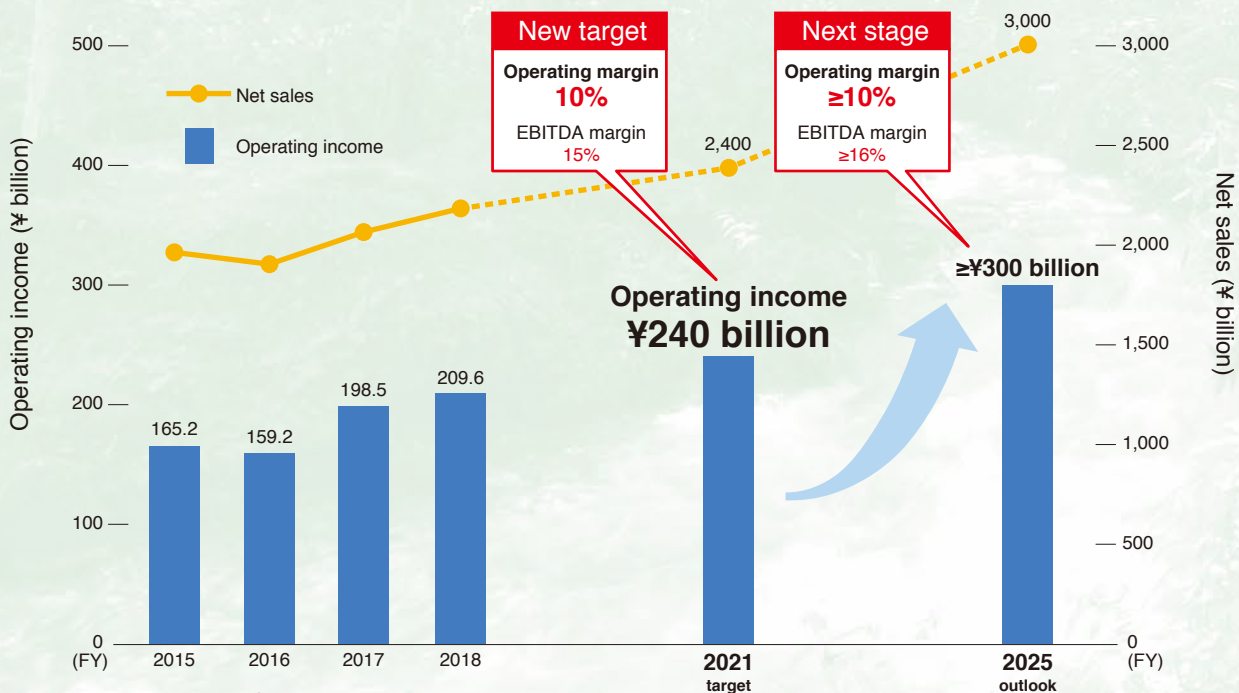
## + Cs+ for Tomorrow 2021 Concept

We identified 5 priority fields for provision of value to provide solutions to the world’s challenges. While enhancing sustainable growth of corporate value, we will contribute to sustainable society by focusing on these priority fields to develop a portfolio of high-profitability and high value-added businesses.



## + Cs+ for Tomorrow 2021 Financial objectives

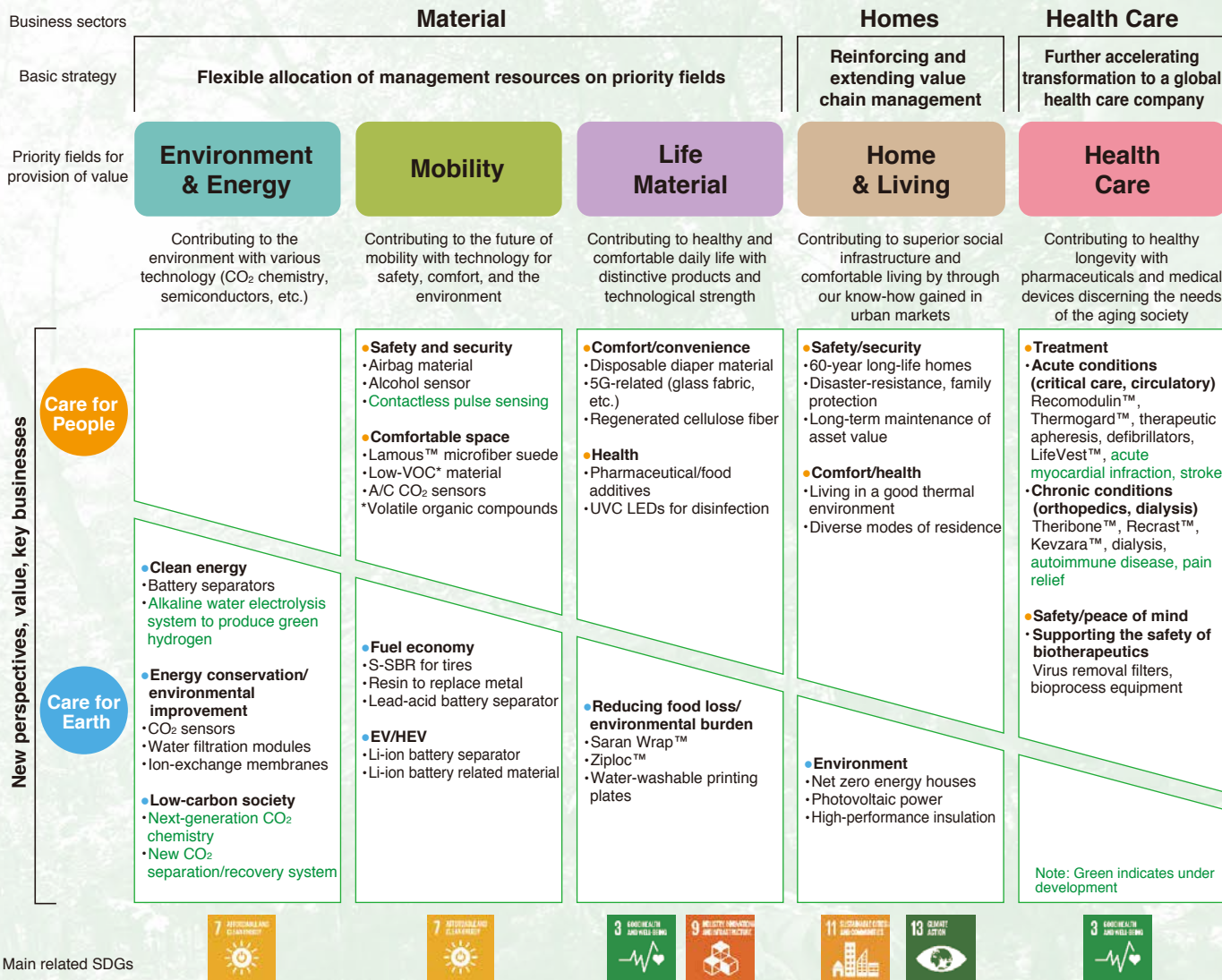
While realizing sustainable profit growth exceeding global GDP growth, we are targeting operating income of ¥240 billion and operating margin of 10% in fiscal 2021. Our longer term outlook is ¥300 billion or more in operating income and 10% or more in operating margin in fiscal 2025. We plan to invest some ¥800 billion in total for the three-year period to maintain a proactive stance for sustainable profit growth.



Note: Exchange rate assumptions are ¥110/\$ and ¥130/€



# + Cs+ for Tomorrow 2021 Growth strategy



# + Cs+ for Tomorrow 2021 Action plan

- **Business portfolio transformation:**  
Allocation of management resources based on the four perspectives of High profitability, High market growth, Priority fields, and Sustainability.
- **Expanding and heightening businesses:**  
Execution of growth strategy by enhancing global operations, accelerating the development of new technologies and creation of new businesses, and advancing digital transformation. Creating new value by leveraging various core technologies, group-wide marketing functions, and internal and external connections.
- Further strengthening the platform including the aspects of human resources, environmental safety, workplace safety, quality, risk management, and compliance.
- Maintaining sound corporate governance to ensure diversity and capability to change.





## + Asahi Kasei Group philosophy



### 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.”

# AsahiKASEI

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