Introduction of the Asahi Kasei Group

AsahiKASEI

Advancing solutions to the world's issues

Asahi Kasei has always addressed issues facing society based on its Group Mission of contributing to life and living for people around the world. After our founding in 1922, we advanced our core technology based on chemistry to extend operations in housing, electronics, pharmaceuticals, and medical devices. With our current three business sectors of Healthcare, Homes, and Material, we are a globally distinctive enterprise group that continually creates innovative products, services, and business models.

The world is constantly changing, and issues such as carbon neutrality and healthy longevity remain unresolved. Though Asahi Kasei's operations and way of doing business may change, we will never waver in our commitment to contributing to mankind, consistent since our founding. Moving forward we will firmly advance together with colleagues around the world to bring about further innovations that the world yearns for.

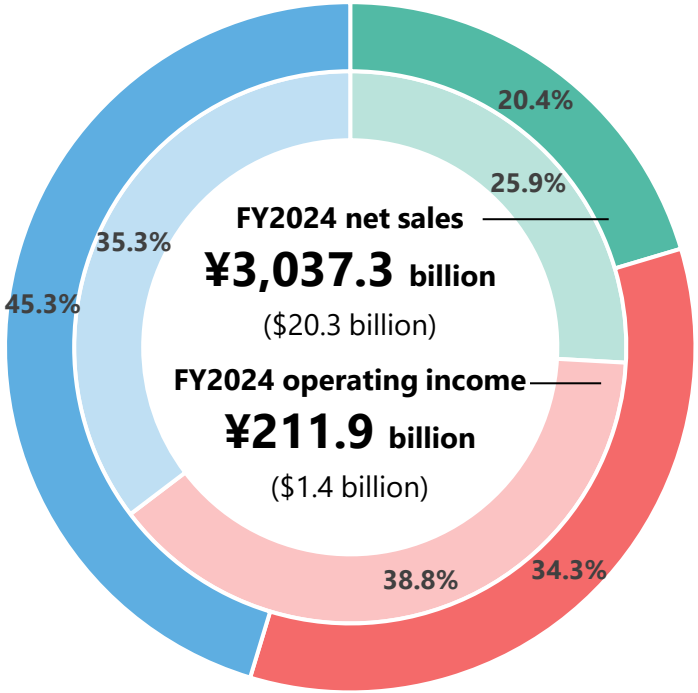
Koshiro Kudo
President, Asahi Kasei Corp.

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."

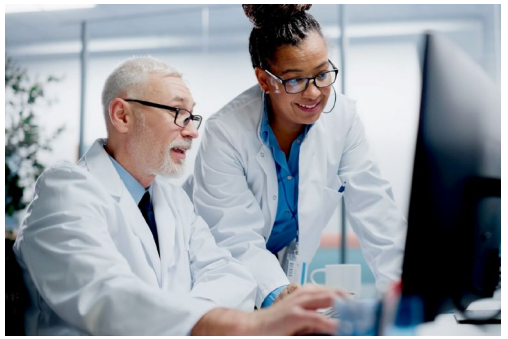
Contributing to life and living in 3 business sectors



(Percentages excluding corporate expenses and eliminations)

Trade name	Asahi Kasei Corp.
Founding	May 25, 1922
Head Office	Tokyo, Japan
Employees	50,352

(consolidated, as of March 31, 2025)

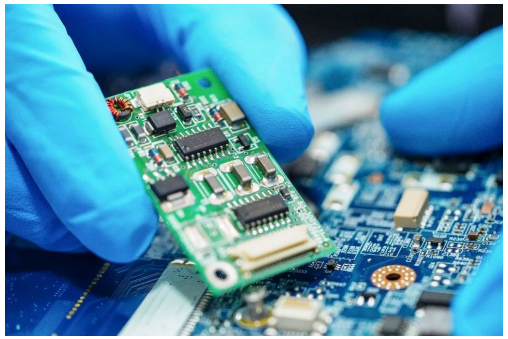


Healthcare

Contributing to the lives of people through the provision of innovative pharmaceuticals and medical devices that meet unmet needs under the mission "Improve and save patients' lives"

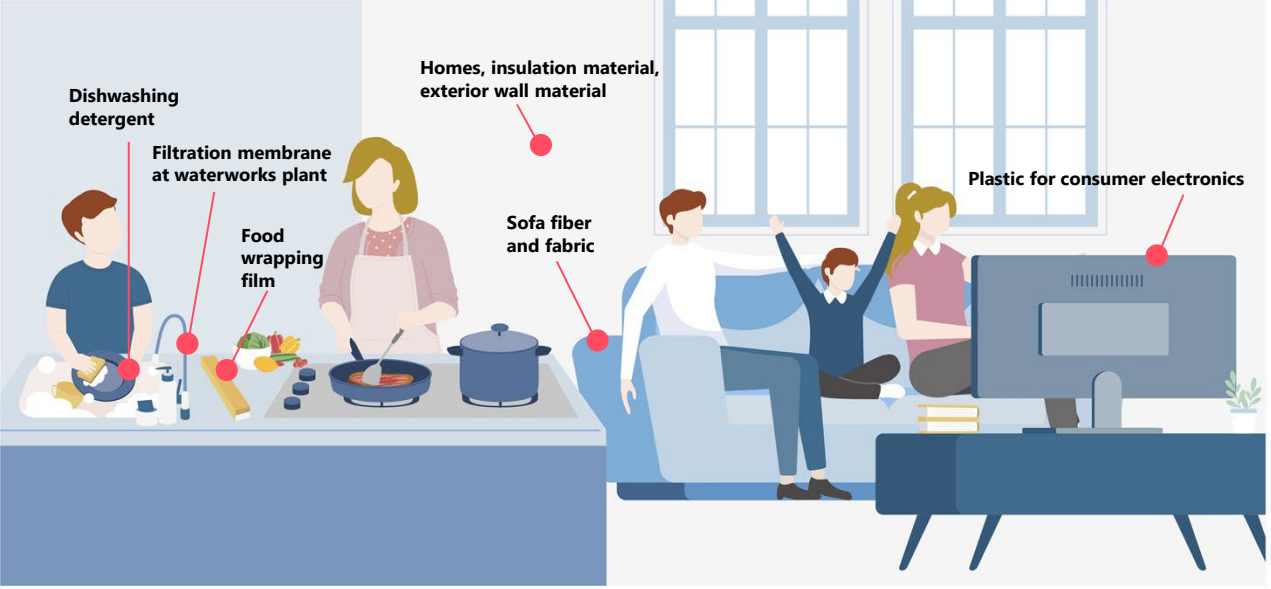
Homes

Enabling secure and enriched living through the provision of high-quality, highly durable homes and construction materials, and various related services

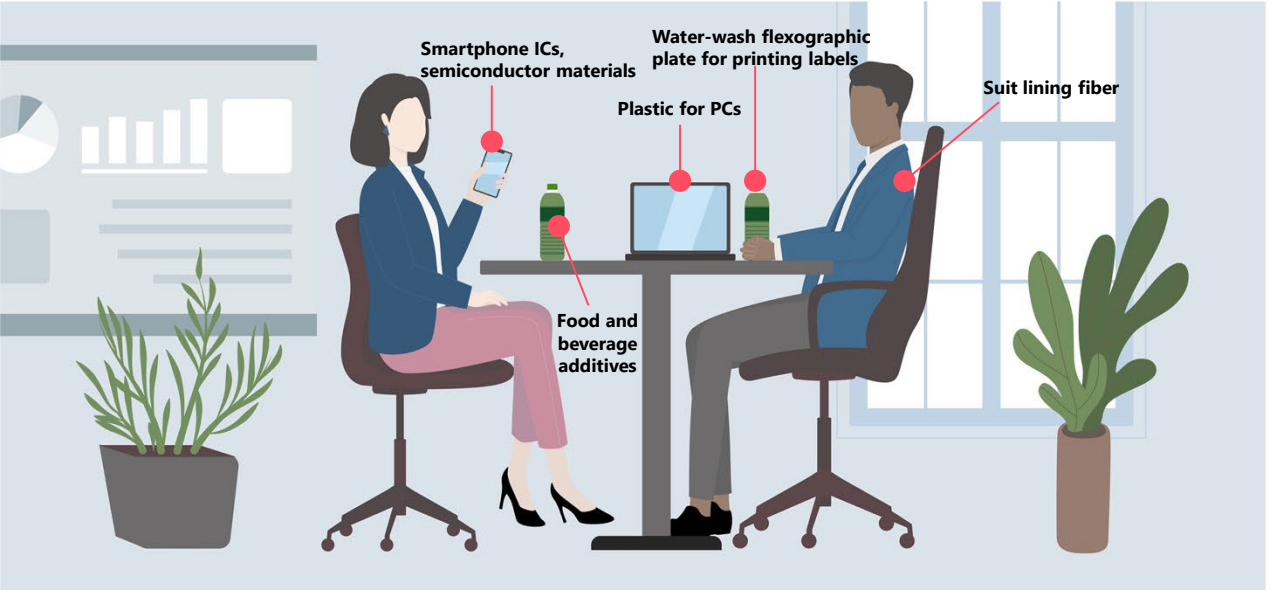


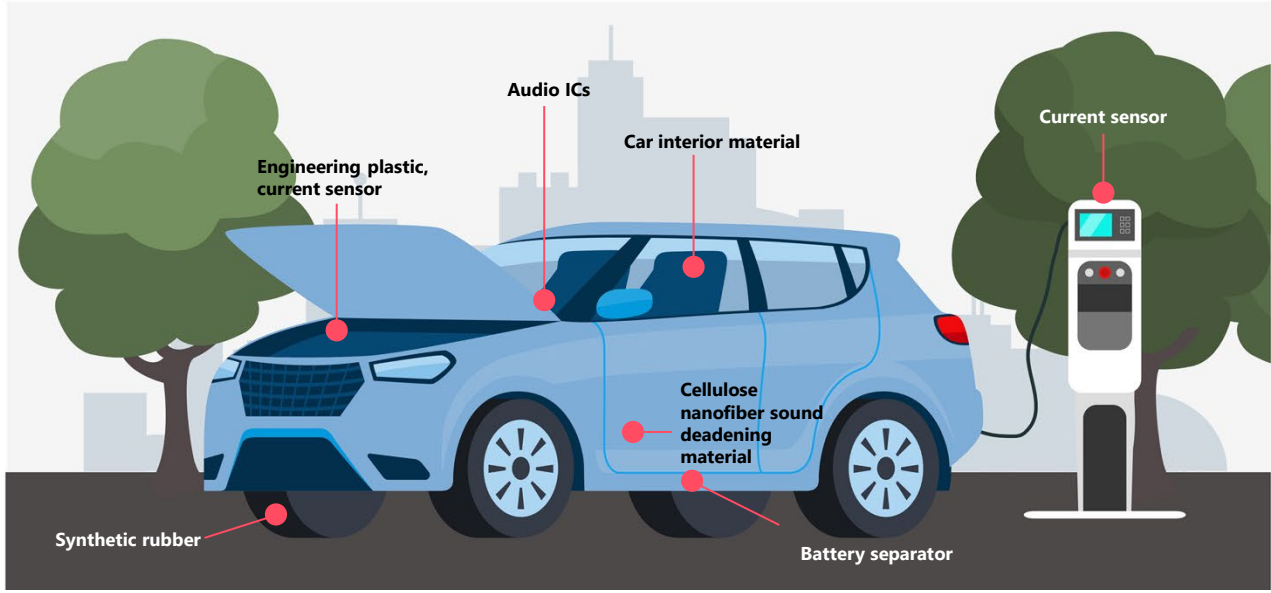
Material

Providing sustainable solutions that contribute to a better life for people and the Earth by utilizing the technology and knowledge of materials and chemistry



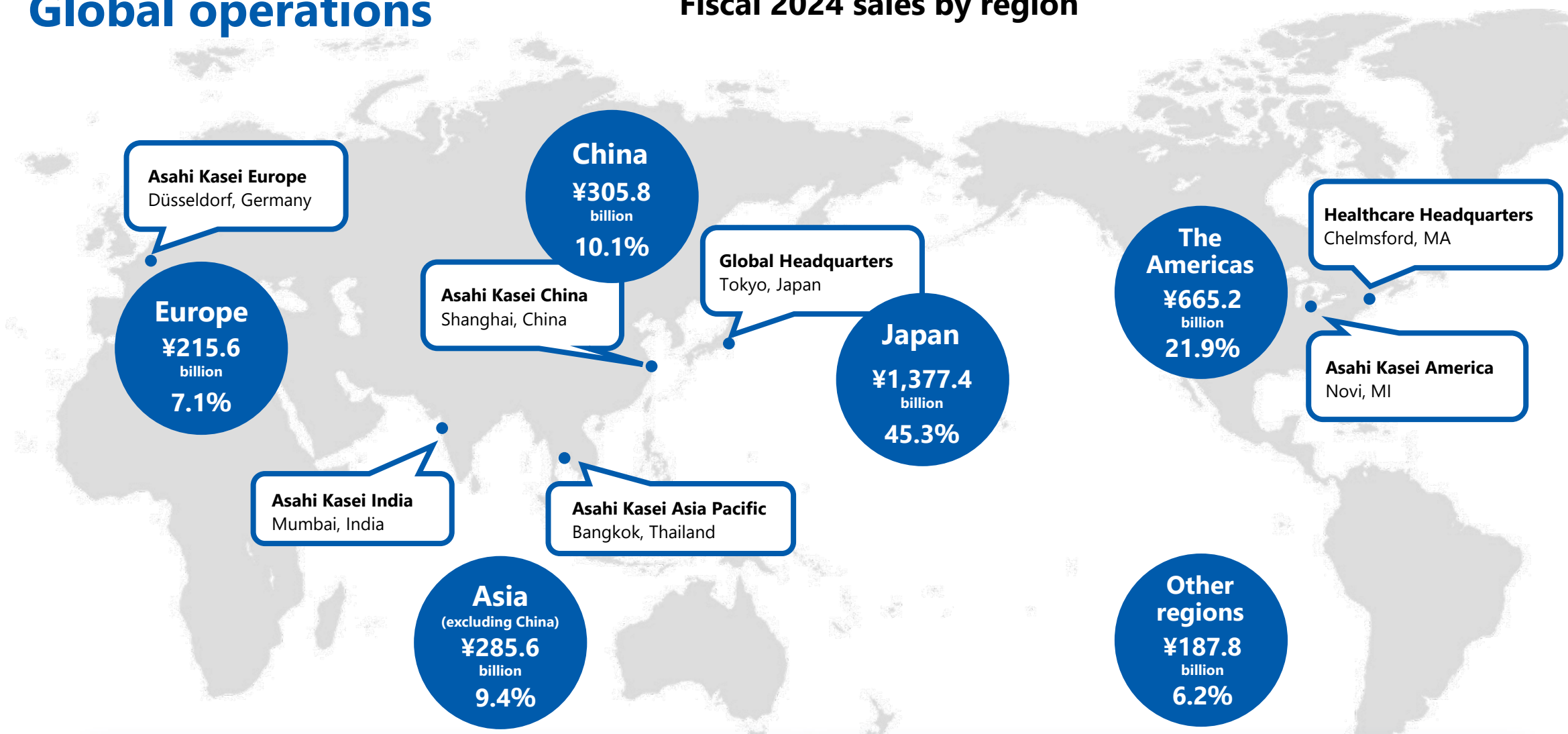
Asahi Kasei products and technologies that support life and living





Global operations

Fiscal 2024 sales by region



Consolidated subsidiaries: 309（≈40 countries）

Overseas sales percentage: 54.7%

Note: Figures for consolidated net sales

Business portfolio transformation and contributing to solutions for society

Material | Homes | Healthcare | Others

● New business, M&A

Era	Social context	Evolution of business and sales breakdown
1920s–1950s	Development of the chemical industry and modern agriculture 	**Founding and Japan's first production of synthetic ammonia** ¥56 million (FY1940 net sales) ● Ammonia ● Chemical fertilizer ● Plastics ● Regenerated fibers ● Synthetic fibers ● Foods
1960s–1970s	Better quality homes, expansion of medical care, development of public infrastructure 	**Expansion into petrochemicals, homes, healthcare, and electronics** ¥44.9 billion (FY1960 net sales) ● Consumables ● Synthetic rubber ● Artificial kidneys ● Petrochemicals ● Unit homes ● Construction materials
1980s–1990s	Greater efficiency and convenience (cell phones, personal computers, audio-visual equipment) 	**Supply of LSIs, lithium-ion batteries and other key components for information devices** ¥800.1 billion (FY1980 net sales) ● Electronic components ● Apartment buildings ● Pharmaceuticals ● Lithium-ion battery separator ● Thermal insulation ● Virus removal filters
2000s–2010s	Medical needs expanding worldwide 	**Accelerating globalization through M&A, expanding the healthcare business** ¥1,269.4 billion (FY2000 net sales) ● Electronic compass ● Critical care devices
2020s	Resolving environmental issues, achieving healthy longevity 	**Aiming for sustainability with businesses and technologies offering solutions to global issues such as climate change and unmet medical needs** ¥3,037.3 billion (FY2024 net sales) ● Hydrogen production system (verification trials) ● Sleep apnea diagnosis and treatment devices ● CDMO operation ● Overseas homes

Business diversification by taking on challenges with core technologies in new fields

Founding

Growth as a diversified chemical manufacturer

Further diversifying

1922
Founding of Asahi Kasei
Establishment of Asahi Fabric Co., Ltd.

1931
Establishment of Asahi Kasei
Establishment of Nobeoka Ammonia Fiber Co., Ltd., producing ammonia, nitric acid, and other chemicals

1935
Start of food product business
Production of monosodium glutamate begins

1957
Start of plastics business
Asahi-Dow begins production of polystyrene

1959
Start of synthetic fiber business
Production Cashmilon™ acrylic staple fiber begins

1960
Start of fabricated plastic product business
Saran Wrap™ introduced to Japanese market

1967
Start of construction materials business
Production of “Hebel™” autoclaved aerated concrete (AAC) panels begins

1968
Start of petrochemicals business
Establishment of Sanyo Petrochemical Co., Ltd.

1971
Start of electronics business
Establishment of Asahi-Schwebel Co., Ltd.

1972
Start of homes business
Sale of Hebel Haus™ unit homes begins

Accelerating globalization by anticipating emerging needs

1974
Start of medical device business
Production of artificial kidneys begins

1980
Establishment of Miyazaki Electronics Co., Ltd.
(now Asahi Kasei Electronics Co., Ltd.)
Production of Hall elements begins

1982
Reinforcement of plastics business
Merger of Asahi-Dow

2012
Expansion to critical care business
Acquisition of ZOLL Medical Corporation of the U.S.

2020
Reinforcement of pharmaceuticals business
Acquisition of Veloxis Pharmaceuticals, Inc. of the U.S.

2022
Centennial
of founding

2022
Expansion to CDMO business
Acquisition of Bionova Scientific, LLC of the U.S.

Further diversifying → **Further globalizing** → **New opportunities**

1978
Start of pharmaceuticals business
Sale of Sunfural™ oral anticancer agent begins

1983
Start of LSIs business
Establishment of Asahi Microsystems Co., Ltd.

2017
Start of overseas homes business
Capital alliance with McDonald Jones Homes of Australia
(establishment of Synergos Companies in the U.S. in 2019,
launch of NEX Building Group in Australia in 2021)

NEX Building Group

synergos

2024
Reinforcement of global specialty pharma platform
Acquisition of Calliditas Therapeutics AB of Sweden

calliditas THERAPEUTICS

– Highlights –

2024

Start of operation of alkaline water electrolysis pilot plant at Kawasaki Works for hydrogen production

Advancing toward commercialization of **reliable large-scale electrolysis systems** for use in a broad range of fields such as power, transportation, chemicals, and steel

Contributing to carbon neutrality

– Highlights –

2024
Construction of lithium-ion battery separator plant in Canada

(Commercial start-up scheduled for 2027)

Supporting the growth of the EV market through **supply of high-productivity, high-safety, and high-durability LIBs**

Contributing to carbon neutrality

– Highlights –

2024

Acquisition of residential building subcontractor ODC Construction, LLC of the U.S.

Raising the efficiency and improving the quality of construction leveraging **strong business platform and efficient business model**

Providing high-quality homes

– Highlights –

2024
Acquisition of Swedish pharmaceutical company Calliditas Therapeutics AB

calliditas THERAPEUTICS

TARPEYO®
(budesonide) delayed release capsules • 4 mg

Note: The first FDA-approved drug to reduce proteinuria in adults with primary IgA nephropathy at risk of rapid disease progression (see more)

Obtaining approved drug and expanding development pipeline opportunities by leveraging **global specialty pharma** platform

Responding to unmet medical needs

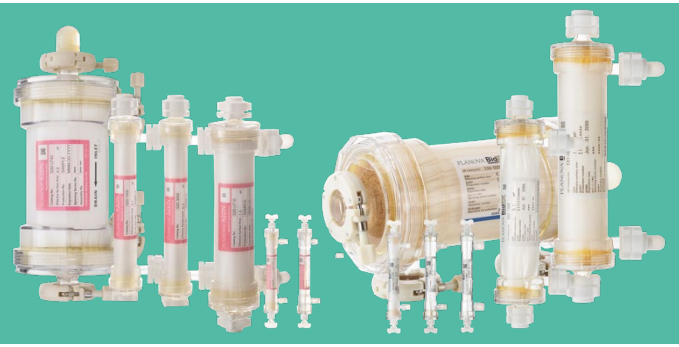
Healthcare sector

Pharmaceuticals

Products Prescription drugs, etc.

Life Science

Products Bioprocess products and services, etc.



Critical Care

Products Defibrillators, ventilators, home sleep apnea test, etc.

Homes sector

Housing

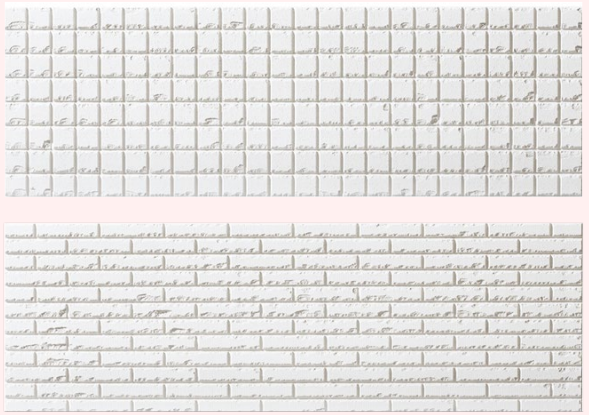
Products

Unit homes, apartment buildings, condominiums, residential land development, etc.

Construction Materials

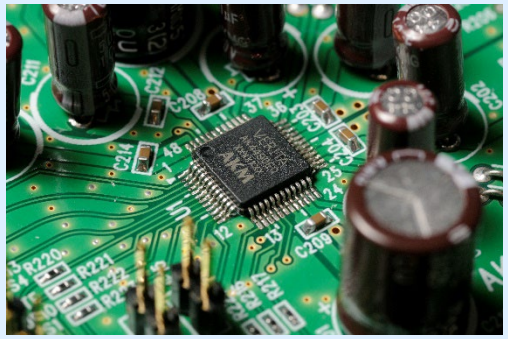
Products

Autoclaved aerated concrete (AAC), phenolic foam insulation, foundation systems, structural systems and components, etc.



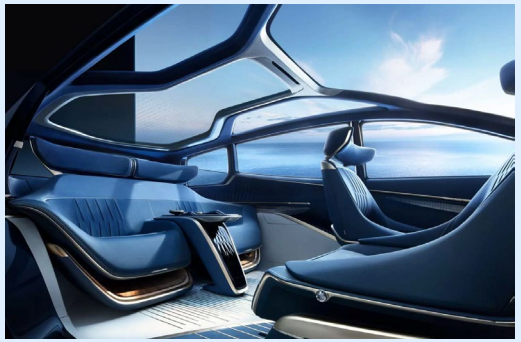
Material sector

Electronics



Products Electronic devices, electronic materials, LEDs, etc.

Car Interior



Products Artificial suede, etc.

Energy & Infrastructure

Products Filtration membranes, ion-exchange membranes, lithium-ion battery separators, etc.

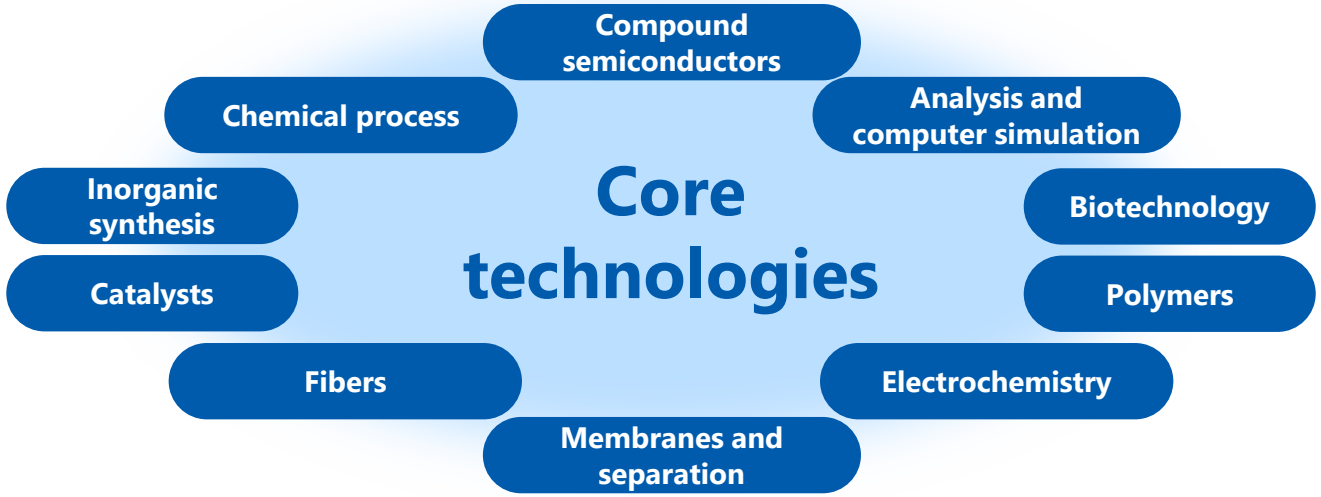
Comfort Life

Products Kitchen & household products, photosensitive materials, fibers, additives, clads & anchors, etc.

Chemical (Performance Chemical, Essential Chemical)

Products Basic chemicals, monomers, polymers, synthetic rubber, elastomers, foamed products, performance polymers, etc.

Creating new businesses with products and services leveraging core technologies



Open innovation

Development through co-creation, acceleration of practical application

Innovation

Full utilization of DX/Intellectual property

Digital transformation (DX) Intellectual property

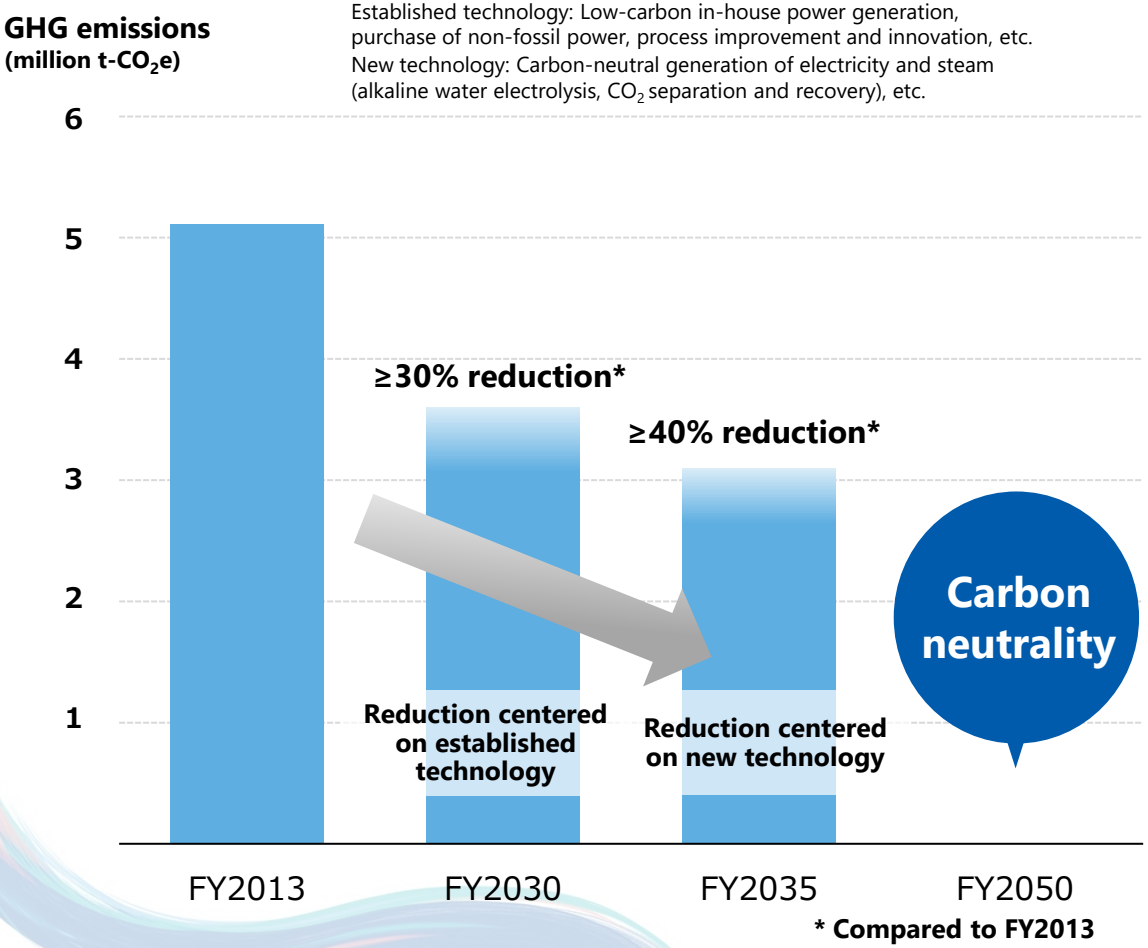
Maximizing the value of intangible assets

Provision Products | Services | Licensing | Software | Platforms **etc.**

Green transformation (GX)

Reducing GHG emissions for the goal of carbon neutrality by 2050

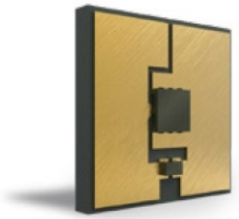
Reducing our own GHG emissions



Reducing GHG emissions in society

Main Environmental Contribution Products

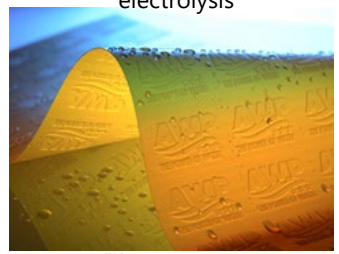

Lithium-ion battery separators


UVC LEDs for water sterilization


Ion-exchange membrane process for chlor-alkali electrolysis


Neoma Foam™ insulation material


Hebel Haus™ unit homes


AWP™ water-washable flexographic printing plate

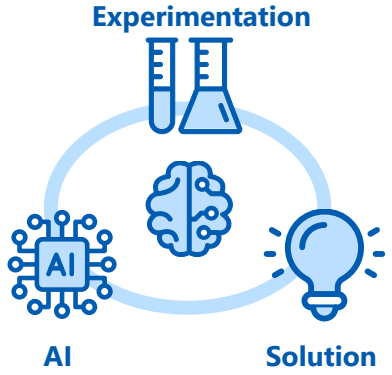
Production processes for polycarbonate (left) and dimethyl carbonate (right) using CO_2 as a raw material


Dinamica™ artificial suede

Digital transformation (DX)

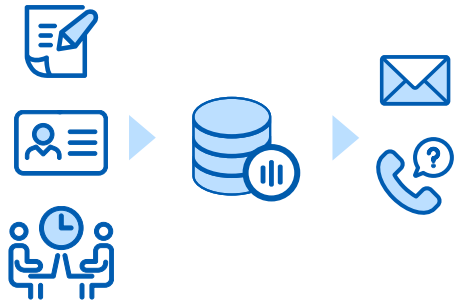
Leveraging digital technology to drive business model transformation and value creation

Materials informatics (MI)



Smart factories

Marketing automation



IP landscaping

Major DX initiatives at Asahi Kasei

DX example

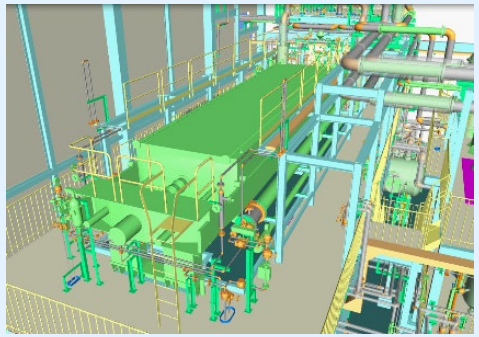
Heightening performance of Planova™ virus removal filter

MI was applied to identify combinations of manufacturing process conditions that could not be found by experimentation alone. Developed highly competitive new product with superior flux.

DX example

Factory transformation with digital twin

A 3D model is used to optimize operations, enhance and remotely manage service and maintenance, and reduce operator workload.



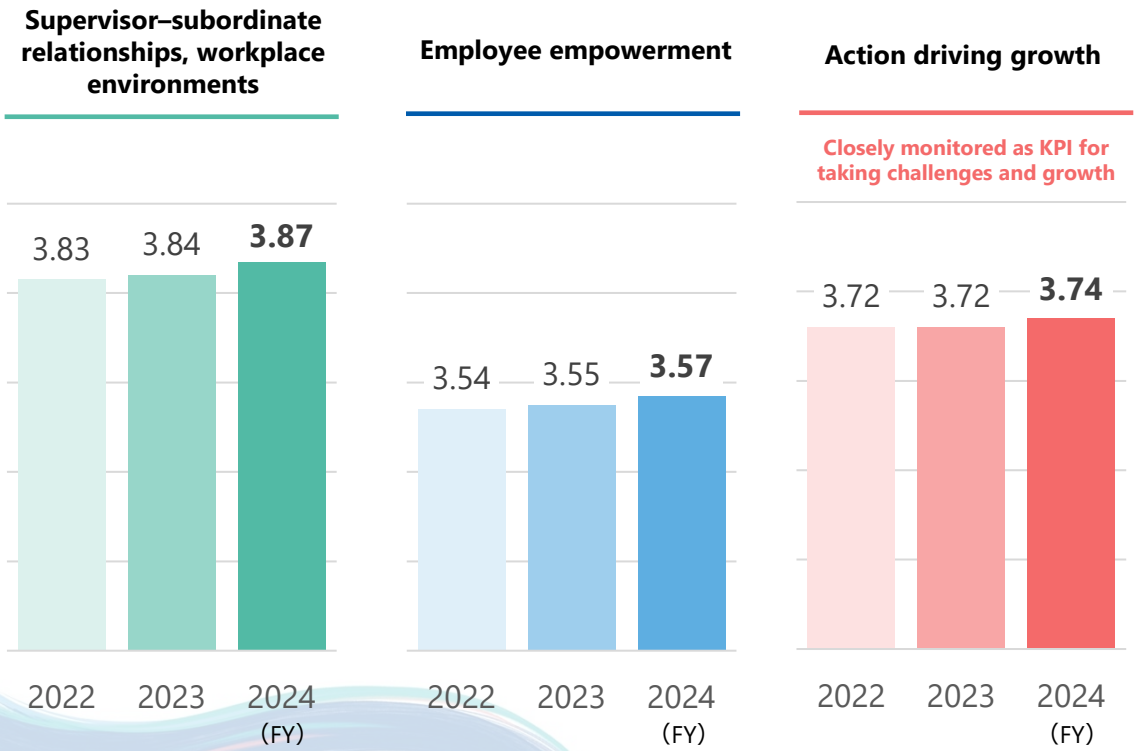
Human resources strategy

Discovering the future with lifelong growth and co-creativity of diverse individuals

Vitality and Growth Assessment

We implement an effective PDCA cycle of assessing the status of individuals and organizations to encourage actions that lead to empowerment, taking on challenges, and personal growth

Three indicators on 5-point scale

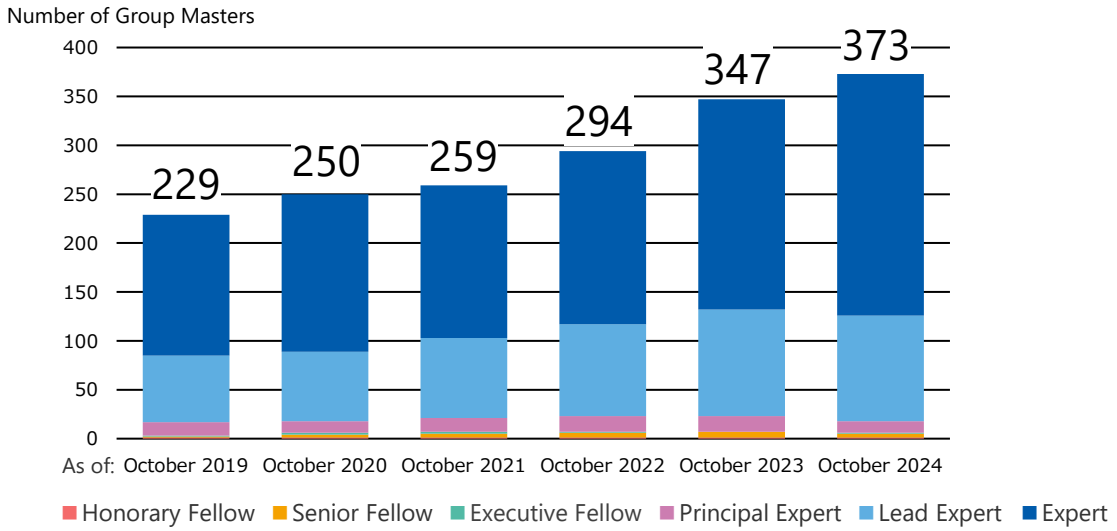


Group Masters

We appoint, nurture, and reward individuals who are contributing or are expected to contribute to the creation of new businesses or the reinforcement of established businesses as Group Masters. This allows us to develop a robust pool of human resources with high-level specialist expertise and skills who are competitive inside and outside the organization, while further advancing innovation through co-creation among diverse individuals.

Honorary Fellow Dr. Akira Yoshino

Dr. Akira Yoshino, who invented the basic configuration of the lithium-ion battery, is an Honorary Fellow, the highest rank among Group Masters



Workplace tour for high school students in the U.S.

Afforestation program in Japan

Various community fellowship activities around the world focused on nurturing the next generation, coexistence with the environment, and promotion of culture, art, and sports

Judo workshop with Olympians in Germany

Providing meals to underprivileged children in India

AsahiKASEI

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Issued in August 2025