The BEYOND 300 plan is the second phase of the ADEKA Group’s plan to realize the ADEKA VISION 2025. The Group will endeavor to surpass net sales of 300 billion yen and further expand its business by the end of fiscal 2020 through organic (independent) growth.

**Future vision to realize the management policies**

**ADEKA VISION 2025**

A global company that creates value for tomorrow and contributes to affluent lifestyles through innovative technologies

**Targets and strategies to realize the vision**

**BEYOND 300**

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**Basic Policies**

**Become an excellent company with sales exceeding 300 billion yen.**

- The second stage toward realizing the ADEKA VISION 2025
- Three years with net sales exceeding 300 billion yen due to organic growth. Promote M&A separately.

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**Basic Strategies**

- **Global Expansion of Three Main Businesses**
  - Globally expand sales of strategic products defined for each of our three main businesses: polymer additives, chemical products, and food products.

- **Entering New Domains**
  - Build business models and promote commercialization in the target domains of life sciences, the environment and energy.

- **Enhancing Our Management Foundation**
  - Promote CSR to strengthen our contribution to society and trust from society. Enhance mutual cooperation within the ADEKA Group to leverage our comprehensive abilities.

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**Five Measures**

- **Corporate Management**
  - Enhancing Group corporate management
  - Cultivate common values for the ADEKA Group, establish systems and structures and enhance Group corporate management.

- **Global Business Development**
  - Expanding globalization and accelerating localization
  - Further expand globalization of procurement, production and sales while accelerating the growth of individual overseas subsidiaries.

- **Technology**
  - Creating innovation and enhancing competitiveness
  - In order to perpetually create products required by society, enhance R&D, promote new business development and intensify or inherit production technologies.

- **Human resources**
  - Expanding global human resources and leaders
  - Continuously invest in human resources as a corporate asset to expand global human resources and leaders.

- **Corporate value**
  - Promoting CSR and mutually developing with society
  - Improve our CSR promotion system, contribute to the solving of problems in society through our business and utilize these efforts to achieve continuous growth.

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**Management Targets (Fiscal 2020)**

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<thead>
<tr>
<th></th>
<th>Over 300 billion yen (via organic growth)</th>
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<tbody>
<tr>
<td>Operating profit ratio</td>
<td>10%</td>
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<tr>
<td>ROE</td>
<td>10%</td>
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**Consolidated sales**

<table>
<thead>
<tr>
<th></th>
<th>Results for FY2018</th>
<th>Forecast for FY2019</th>
<th>Targets for FY2020</th>
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<tr>
<td>Consolidated sales</td>
<td>299.3 billion yen</td>
<td>320.0 billion yen</td>
<td>300.0 billion yen</td>
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<tr>
<td>Operating profit ratio</td>
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<tr>
<td>ROE</td>
<td>8.5%</td>
<td>7.2%</td>
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**Consolidated sales**

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<td>(billion yen)</td>
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<tr>
<td>Result</td>
<td>222.7</td>
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<td>239.6</td>
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<td>BEYOND 300</td>
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<tr>
<td>Targets</td>
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