



Press Release

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To whom it may concern



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Mid-term Management Plan “ STEP 3000 ” (FY2012-FY2014)

ADEKA Corporation announced and began implementation of its Mid-term Management Plan “STEP 3000” (FY2012-FY2014) this April. This three-year management plan aims for realization of the goals of “Vision up to 2016,” leading up to the Company’s 100th anniversary on January 27, 2017 during FY2016. While ADEKA has continued to expand and enhance its business fields, we have set further targets for annual sales of 240 billion yen and operating income of 17 billion yen by FY2014 as part of our concrete plans and steps contained in the Mid-term Management Plan.

1. Vision up to 2016 : Medium- to Long-Term Management Vision

As “a Good Company”, to reach 300 billion yen in sales by FY2016.

As “a Good Company”, to be the No.1 company in strategic field and to create value by developing products and services for the quality of life.

In each of ADEKA’s businesses, we will redefine strategic fields where we can capitalize on the business’s strengths. By striving to become the best in those strategic fields, ADEKA will create new value for its clients and stakeholders.

In pursuit of enriching the all our stakeholder’s quality of life , we aim to reach 300 billion yen in sales and in addition to achieving a superior sales record, we will adhere to business practices that foster corporate responsibility and meaningful contributions to society.

Three Basic Strategies

1) Expand businesses with a special focus on core businesses:

Aim to expand annual sales of the Company’s polymer additives business and foods business as core business units and to double our sales in these areas.

2) Develop a third core business:

Aim to develop the Company’s electronics and IT materials businesses on an expedited timeframe possible and develop these businesses into a third core business unit.

3) Create new businesses and expand into other fields:

Actively pursue strategic M&A transactions and other alliances.

2. Mid-Term Management Plan (FY 2012-FY 2014)

Plan name and slogan

[Plan Name] STEP 3000

[Slogan] To achieving 300 billion yen in net sales by expanding and enhancing the business fields in which the Company operates.

Targets

	FY 2011	FY 2014	FY 2016 (for reference)
Net sales	170.8 billion yen	240 billion yen	300 billion yen
Operating income	8.3 billion yen	17 billion yen	24 billion yen
Overseas sales	50.1 billion yen	96 billion yen	150 billion yen
Overseas sales ratio	29%	40%	50%

Basic Policies and Goals

1) Global operations

- Strengthen our value chain (i.e., sales, supply, development and producing) in the world, and increase our overseas operating bases to reach 19 companies covering 11 countries.
- Foster growth in Asian market, strengthen our marketing functions and develop products meeting local needs.
- Expand core businesses and establish new operating bases in areas where we expect increases in the demand for polymer additives and foods.

2) Technology

- Advance our basic and core technologies and enhance our research and development capabilities. Additionally, by responding with agility to rapid changes in advanced technology, promote the development of globally-competitive technology.
- Create new businesses, in the fields of life science and environment/energy.

3) Creation of value

- Enhance our marketing and technological capabilities in order to provide effective solutions for our clients and valuable contributions to society.

4) Investment

- Actively invest domestically and overseas in plants and equipment as well as in M&A transactions in order to expand current core and developing business ranges and create new business fields.
- Plan to invest 60 billion yen in total by FY2014.

5) Human resources

- Uphold the training of our human resources as a high priority, recognizing that human resources is one of ADEKA's the most important assets. Train globally competitive and highly professional employees and promote our organizational and human resource strategies in order to realize our management vision.
- Enhance organizational and talent strategies to support our overall vision for 2016.

3. ADEKA Group's Strategic Layer

