

Corporate Statements

The Kuraray Group Code of Conduct

Kuraray Group Human Rights Policy

TOP STATEMENT

Sustainability Long-term Vision and Sustainability Medium-term Plan

Materiality of Kuraray Group

Planet

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Kuraray Report (integrated report) / Sustainability website

Initiatives, etc.

TOP STATEMENT

Since its foundation in 1926, the Kuraray Group has drawn on its unique technical strengths to generate many innovative products. After commercializing the world's first synthetic PVA fiber, it grew to become a Specialty Chemical Company, evolving its technologies to adapt to changing times. Today, products with world-leading market share account for approximately 60% of total Group net sales. I believe this achievement is a direct result of our dedication, starting with our predecessors and continuing into the present, to the Kuraray Group mission — “For people and the planet — to achieve what no one else can.”

When I joined the company in 1984, I found a free and open-minded corporate culture in which I was entrusted with many different tasks despite my young years. I was aware of the responsibility involved, but welcomed the opportunity to tackle challenges while thinking for myself, an invaluable experience that still benefits me today.



Hitoshi Kawahara

Representative Director and President

Quantifying the outcomes of Our Challenges and translating them into profit

Launched as part of the Medium-Term Management Plan “PASSION 2026”, Our Challenges represent a company-wide strategy to increase the Kuraray Group's combined strength by fostering a spirit of challenge in each individual and strengthening global unity under the concept of “One Kuraray.”

The first challenge is “Sustainability as an opportunity,” which we will promote with the collective strength of the Group. The second challenge, “Innovations starting from networking,” will see us creating new growth drivers by connecting people with people and technologies with technologies, both within and outside the Company. The third challenge, “Transformation of people and organizations,” aims to leverage digital-driven process innovation and to promote diversity, which will help us bring to bear a broader range of ideas.

Under the theme of “Sustainability as an opportunity,” we have summarized our sustainability-related measures in the Sustainability Medium-Term Plan, based on the material issues of the Kuraray Group. We are rolling out a “3P” model, grouping measures into three Ps: Planet, Product, and People. These are all key non-financial measures to support our business activity and will be rolled out going forward in close coordination with the management strategy.

Ready to be, Ready to go: Seizing opportunities to continue evolving

Approximately 80% of Kuraray Group net sales are in overseas markets and our business arena is thus to a large extent global. We need to bring our overseas teams together to work toward a shared goal based on a shared understanding. Each of the Three Challenges that we are currently engaged in is a measure to strengthen collaboration across our various business divisions and different countries and regions. Following through with these challenges will strengthen the sense of unity among our global personnel.

My immediate target is to reinforce the ranks of our “growth, expansion businesses” by creating new businesses that work “For people and the planet.” To generate long-term business opportunities, we will also continue focusing efforts on the 2050 carbon net-zero target. Although developments have placed environmental issues in an altered context, we are nevertheless engaged in preparations in capital investment, product supply, and other areas, thus positioning ourselves to seize the opportunity and swing into action when the time is right. I believe that it is essential for us to adopt a “Ready to be, Ready to go” stance so as to accurately identify trends in the wider world and respond swiftly to opportunities.

I ask our shareholders and other valued stakeholders to carry on believing in and supporting the Kuraray Group as it proceeds on its path of change and evolution.