Kuraray Corporate Profile

2025

For people and the planet—
to achieve what no one else can.

kuraray
Possible starts here

Corporate Statements

Our Mission

We are committed to developing new fields of business using pioneering technology that improves the environment and enhances the quality of life throughout the world.
"For people and the planet—to achieve what no one else can."

Our Values

Philosophy

Respect for individuals
Close cooperation to attain shared goals
Constant creation of new value

Guiding Principles

Safety is the cornerstone of everything we do
Customers' needs are our top priority
We act on ideas in the workplace

Our Commitment

- We will constantly develop and provide safe, high-quality products and services.
- We will maintain a sound relationship with society through good communication.
- We will strive to preserve and improve the global environment, and to secure safety and health in all our workplaces.
- We will value all members of the Kuraray community and respect their rights.
- We will always conduct businesses in a free, fair and transparent manner.
- We will honor all intellectual property and secure data and information in a proper manner

CONTENTS

*Financial data (results) of Kuraray expressed in this report in billions of yen are rounded to the nearest hundred million yen.

The DNA of the Kuraray Group and Strengths Gained through the Years

Developing Solutions to Social Issues and Contributing to Economic Development through Our Business Activities

Kuraray was founded in 1926 in Kurashiki City, Okayama Prefecture, for the purpose of commercializing synthetic rayon.

Our founder, Magosaburo Ohara, and second President, Soichiro Ohara, sought to build up the business through technological innovation while emphasizing the importance of fulfilling corporate social responsibilities, including the response to environmental issues, focusing on addressing social issues through Kuraray's business activities.

In 1950, shortly after World War II, Soichiro Ohara established the technology to manufacture PVA fiber and its raw material, PVOH resin. The commercialization of this synthetic fiber did not just benefit one company—it helped revitalize Japan's textile industry. This achievement arose out of management's unswerving conviction that "to produce high-quality products with stable profits, we needed to make a product from raw materials without relying on imports."

Our management possessed a pioneering spirit even before the phrase "corporate social responsibility" became mainstream, and that spirit continues to be passed down as the Kuraray Group's foundational DNA today.

Magosaburo Ohara
First President

"All the wealth gained from society should be returned to society."

Magosaburo Ohara established the Ohara Institute for Social Research, the Kurashiki Institute for the Science of Labour (now the Ohara Memorial Institute for Science of Labour) for the improvement and reformation of labor conditions, the Kurabo Central Hospital (now the Kurashiki Central Hospital), and the Ohara Museum of Art. These facilities contributed to the advancement of local medicine, welfare, education, culture, and people's standard of living.

Ohara Museum of Art

Kurashiki Central Hospital

Soichiro Ohara
Second President

"Any profit that a company might gain should be confined to those profits that come from technological innovation and from consideration of the social and economic benefits it brings to the entire nation."

Soichiro Ohara was among the first to mention corporate responsibility for emissions at a time when the word "pollution" was still a rarity. In 1950, he pioneered the commercialization of KURALON™ PVA fiber, the first synthetic fiber made in Japan using proprietary technology. He continued to help address social issues and advance economic development through business activities, such as the development and commercialization of CLARINO™, the world's first man-made leather to replace natural leather.

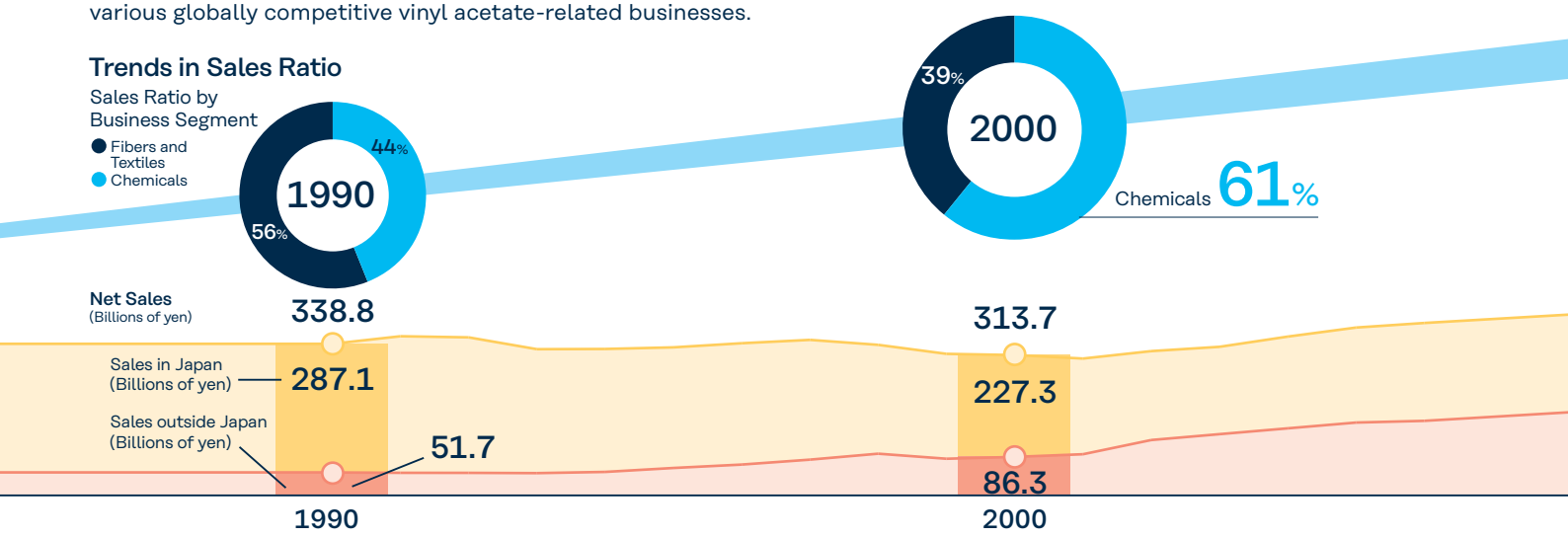
The Kuraray Group's History

Details may be found here:
https://www.kuraray.com/global-en/company/history/

Moving through Shifts in Our Business Structure to Become a Specialty Chemical Company

Kuraray was founded in 1926 for the purpose of commercializing synthetic rayon, which was cutting-edge technology at the time. It has continued to expand since then, keeping a focus on fibers and textiles. Following the eventual transition of fiber and textile production overseas and other changes to the business environment, Kuraray expanded to chemical products and drew on its accumulated base of unique technologies in polymer and synthetic chemistry. This move allowed Kuraray to make inroads into various globally competitive vinyl acetate-related businesses.

Trends in Sales Ratio



1926–1980

Company founded with the aim of commercializing rayon, giving rise to Japan's first synthetic fiber, KURALON™ PVA fiber, and birth of a new business

Kuraray was founded in 1926 in Kurashiki City, Okayama Prefecture, to commercialize synthetic rayon. We went on to commercialize KURALON™ PVA fiber in 1950. Since then, we have launched a series of new businesses, including PVOH resin, CLARINO™ man-made leather, polyester, EVAL™ EVOH resin, and isoprene chemicals.

–1990

Creating highly functional synthetic fibers

Diversification of our business has yielded highly functional synthetic fibers ideal for clothing and more— developing the industrial materials KURALON™ PVA fiber and VECTRAN™ liquid crystal polymer fiber has opened the doors to other business areas.

–2000

Overseas expansion of the chemicals and resin businesses

In our chemicals and resin businesses, backed by strong product appeal, we increased sales overseas, expanded market share, and built a global production framework.

Major Changes in Main Businesses

Chemicals, Resin and other products

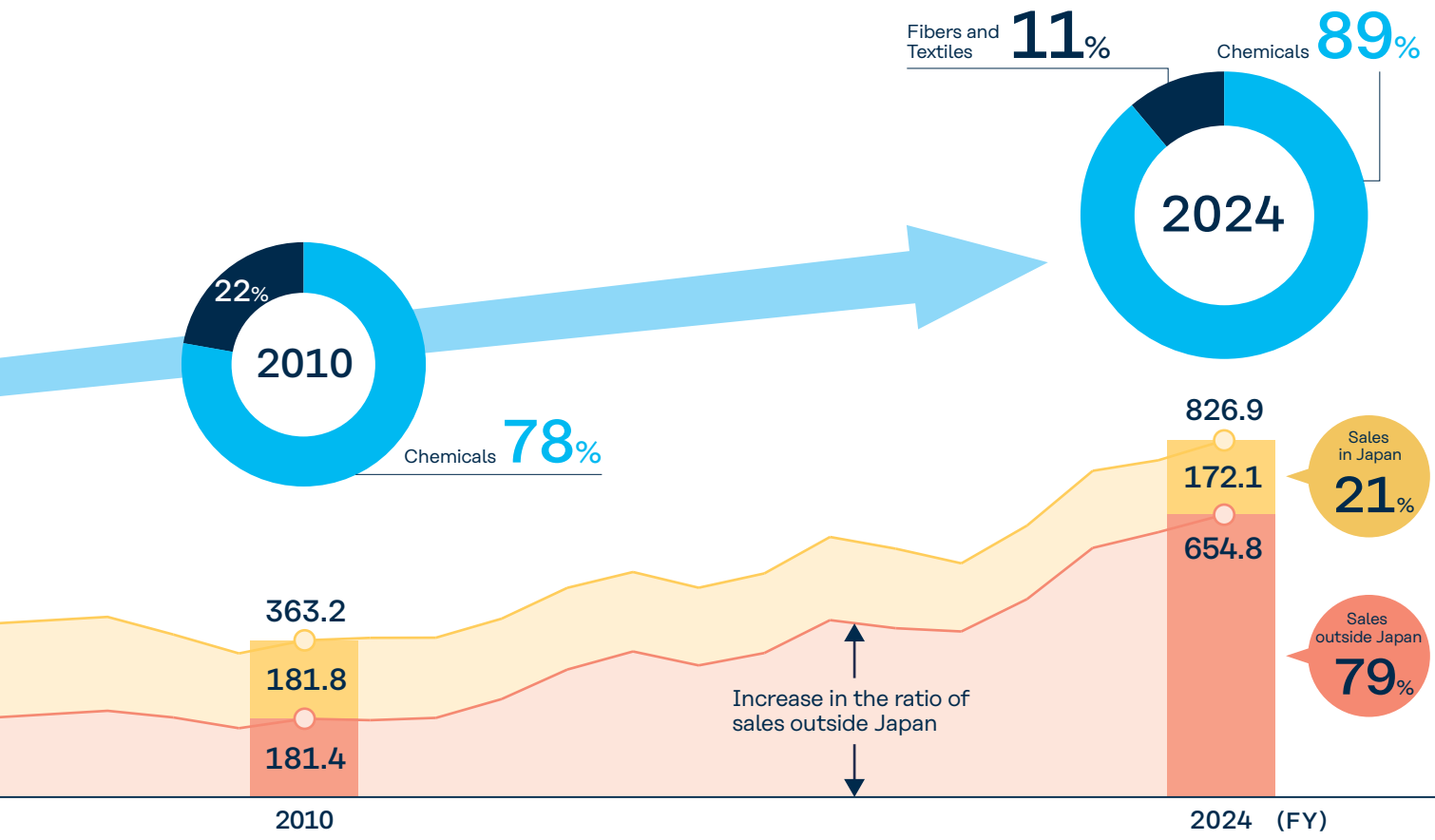
- 1958 Commercialized PVOH
- 1961 Commercialized PVOH film
- 1999 Began production of PVOH resin in Singapore
- 1960 Commercialized methacrylic resin
- 1965 Commercialized activated carbon
- 1972 Commercialized EVAL™ EVOH resin
- 1986 EVAL Company of America began production
- 1999 EVAL Europe N.V. began production
- 1972 Commercialized isoprene chemical
- 1990 Commercialized SEPTON™ thermoplastic elastomer
- 1999 Commercialized GENESTAR™ heat-resistant polyamide resin
- 1978 Commercialized dental materials
- 1996 Began production of VECSTAR™ liquid crystal polymer film

Fibers and Textiles

- 1928 Commercialized rayon
- 1950 Commercialized KURALON™ PVA fiber
- 1983 Developed KURALON™ short fiber grade for reinforcing concrete
- 1998 Commercialized KURALON K-II™ PVA fiber
- 1960 Japan Velcro Co., Ltd. commercialized MAGIC TAPE™ hook-and-loop fastener
- 1964 Kuraray's equity participation in Japan Velcro Co., Ltd.
- 1989 Commercialized MAGILOCK™ molded plastic hook fastener
- 1964 Commercialized CLARINO™ man-made leather
- 1969 Commercialized polyester filament
- 1972 Began production of KURAFLEX™ dry-laid nonwoven fabrics
- 1989 Began production of meltblown nonwoven fabrics
- 1990 Commercialized VECTRAN™ liquid crystal polymer fiber

Shift in the business structure

From **Fibers and Textiles** Business to **Chemicals** Business



–2010

Expansion of vinyl acetate-related business through acquisitions

Since 2001, Kuraray has been actively pursuing overseas mergers and acquisitions in the vinyl acetate-related business sector to strengthen the value chain and expand the scale of the businesses, reinforcing our business portfolio.

–2021

Expansion of businesses, products that contribute to the natural and living environments

Through ongoing overseas acquisitions and alliances, we expanded businesses and products that contribute to the natural and living environments, including activated carbon for water and air purification and biomass-derived gas barrier materials that reduce logistics burdens and food loss.

2022–

Striving to build a more sophisticated business portfolio

We aim to build a more sophisticated business portfolio by using the two axes of social and environmental value and economic value to assess our businesses, while also taking into account market growth.

2001 Acquired the PVOH and PVB resin businesses of Clariant AG
2004 Acquired HT Troplast GmbH (PVB film)

2012 Acquired Monosol, LLC (water-soluble PVOH film)
2014 Acquired the VAM, PVOH, PVB resin, and film businesses of DuPont
2016 Began operation of new PVOH resin plant in the United States

2024 Began production at new water-soluble PVOH film plant in Poland
2024 Began operation of expanded optical-use poval film production line at Kurashiki Plant

2005 Kuraray Methacrylate (Zhangjiagang) Co., Ltd. began production of methacrylate resin sheets

2005 Kuraray Chemical (Ningxia) Environmental Industry Co., Ltd. (KCNEI) began production of activated carbon

2017 Merged Kuraray Chemical Co., Ltd. (activated carbon)
2018 Acquired Calgon Carbon Corporation (activated carbon)
2019 KCNEI activated carbon facility discontinued operations

2022 Belgian subsidiary of Calgon Carbon Corporation began operation of expanded reactivated carbon production line
2024 Calgon Carbon Corporation began operation of expanded virgin activated carbon production line in the United States
2024 Calgon Carbon Corporation acquired industrial reactivated carbon business of Sprint Environmental Services, LLC

2015 Acquired Plantic Technologies Limited (biomass-derived gas barrier materials)

2002 SEPTON Company of America began production

2023 Began production at new plant for isoprene business in Thailand

2012 Established Kuraray Noritake Dental Inc.

2001 Withdrew from the rayon business

2018 Began production of KURALON™ with new VIP production process

2004 Transferred fastening business to MAGICTAPE Co., Ltd. (the present Kuraray Fastening Co., Ltd.)

2005 Hexin Kuraray Micro Fiber Leather (Jianxing) Co., Ltd. began production of CLARINO™

2002 Transferred apparel textile business to Kuraray Trading Co., Ltd.

2005 Transferred meltblown nonwoven fabrics business to Kuraflex Co., Ltd. (now merged into Kuraray Co., Ltd.)

2020 Expanded production facility for meltblown nonwoven fabrics

2025 Kuraray Kuraflex Co., Ltd. discontinued production of dry-laid nonwoven fabrics and then was merged into Kuraray Co., Ltd.

Product Lines

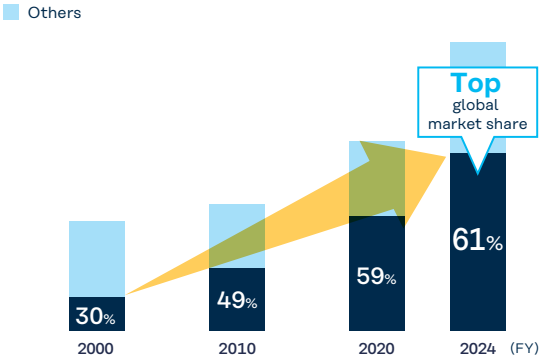
Details may be found here:
https://www.kuraray.com/global-en/products/

At Kuraray, we use our unique technical strengths to create products that the world has never seen before. Starting with the world's first commercialization of PVA fiber, we moved on to produce PVOH resin which is a raw material of PVA fiber; optical-use poval film, which is essential to liquid crystal displays; EVAL™ EVOH resin, which features excellent gas barrier properties; and a lineup of various commercialized chemical products that use the world's only synthetic isoprene monomers as materials. Sales of products with the highest*1 global market share that we have created using our unique technologies accounted for 61% of the Kuraray Group's total sales in 2024.

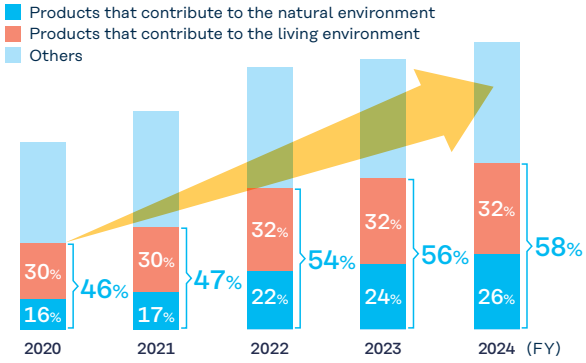
We are working to expand the lineup of these products, many of which also contribute to the Kuraray Group's mission of improving the natural and living environments, helping to bring about a sustainable society.

* Based on in-house research

Sales Ratio of Products with Top Global Market Share



Sales Ratio of Products That Contribute to the Natural and Living Environments



▶▶ P.14

Vinyl Acetate

▶▶ P.06

We manufacture and sell materials ranging from PVOH resin offering properties such as water solubility and high adhesiveness; PVOH film used in liquid crystal displays and soluble unit dose systems for detergent and other products; PVB film used as an interlayer for safety glass; SentryGlas™ ionoplast interlayers; to EVAL™ EVOH resin with high gas barrier properties.

Isoprene

▶▶ P.07

We manufacture and sell isoprene chemical products made with a synthesizing method as well as SEPTON™ thermoplastic elastomer and GENESTAR™ heat-resistant polyamide resin, which are derivatives of isoprene chemical products.

Functional Materials

▶▶ P.07

We manufacture and sell activated carbon whose high adsorption performance is used to purify air and water, water treatment equipment, dental materials enabling restorations that closely resemble natural teeth, and methacrylic resin that offers excellent transparency and weatherability.

Fibers and Textiles

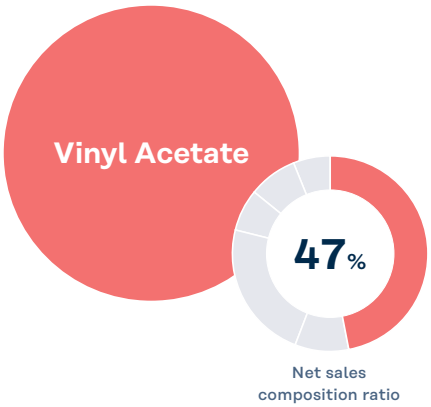
▶▶ P.08

We manufacture and sell KURALON™ PVA fiber, which is mainly used in reinforcing cement building materials and in automotive components; CLARINO™ man-made leather, which has a structure and functionality similar to natural leather; VECTRAN™ liquid crystal polymer fiber, known for its high strength and low water absorption; meltblown nonwoven fabrics used as household and industrial products; and MAGIC TAPE™ hook-and-loop fastener.

New Businesses and Others

▶▶ P.08

We manufacture and sell products including SCAPOVA™ PVA microcarrier designed for regenerative medicine, serving as a scaffold for cell cultures; VECSTAR™ liquid crystal polymer film used in flexible printed circuit boards; and a semiconductor polishing pad (CMP pad) made from high-hardness polyurethane.



Net sales composition ratio

KURARAY POVAL™ / ELVANOL™
PVOH resin

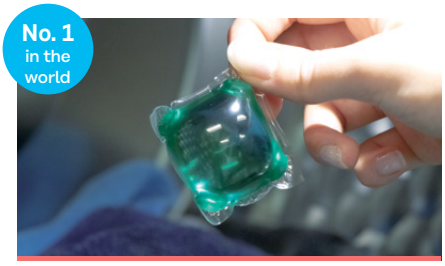
EXCEVAL™
special modified PVOH resin

PVOH resin was industrialized as a raw material for PVA fiber. It has a number of characteristics: it is water soluble, emulsifiable, resistant to oil and chemicals, and easy to form into film. It is used in a wide range of applications, including as paper processing agents, adhesives, and as a dispersant for PVC suspension polymerization.

*1 Excluding China

Optical-use poval film

Optical-use poval film is used as a polarizing film, which is vital to LCD displays such as flat-panel TVs, PC monitors, tablets, and smartphones.



Water-soluble PVOH film

A soluble unit dose film for safe and convenient use with chemicals such as concentrated laundry and dishwasher detergents, personal care products, and agricultural chemicals. As a biodegradable film that dissolves completely in water, this environmentally friendly packaging material helps to reduce plastic waste and CO_2 emissions.

Trosifol™ PVB film

Trosifol™ is a film with excellent transparency, high adhesion to glass, and high penetration resistance, used as an interlayer in laminated safety glass for buildings and automobiles. Its use in automotive glass roofs is increasing, contributing to both safety and stylish interior design.

SentryGlas™
ionomer sheet for structural glazing

SentryGlas™ is an interlayer for safety glass that boasts five times the strength and 100 times the stiffness of conventional PVB films. Offering excellent weatherability, the film can be used without needing to cover the edge of the safety glass, enabling excellent design properties for glass buildings. SentryGlas™ is used in many skyscrapers and other notable buildings and structures around the world.

*2 In the high-performance structural and stiff interlayer for the architectural glazing market

Mowital™ PVB resin

Made from PVOH resin as the main raw material, Mowital™ offers excellent adhesion to numerous substrates, such as glass and metals, dispersibility of various organic and inorganic substances, and transparency. As a result of these characteristics, Mowital™ is widely used in applications such as laminated ceramic capacitors, binders for paints and inks, dispersants, and adhesives.

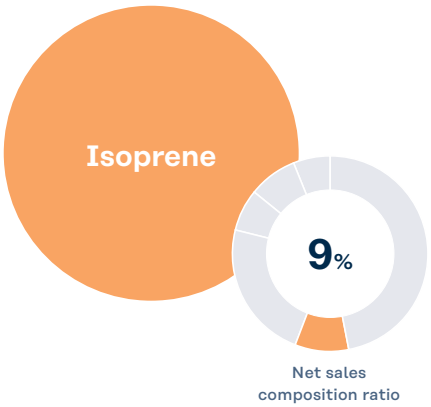
EVAL™ EVOH resin

Because it has the highest level of gas barrier properties among plastics (blocking out oxygen and preventing the spoiling of contents), EVAL™ is used widely in food packaging materials. In recent years, it has also gained attention as a gas barrier material that meets recycling standards for packaging materials. Applications are expanding, such as for automobile plastic fuel tanks and vacuum insulation panels for refrigerators.

PLANTIC™
biomass-derived gas barrier material

A biomass-derived gas barrier material developed through industry-academia collaborative research in Australia. Since the commercialization of PLANTIC™ film in 2003,*3 its use as an environmentally friendly material has been rising among major retailers and food manufacturers.

*3 Kuraray acquired Plantic Technologies Limited in 2015.



Net sales composition ratio

SEPTON™ thermoplastic elastomer

SEPTON™ is a styrenic thermoplastic elastomer that has excellent moldability and superior recyclability. Its areas of application are expanding in a wide range of fields with the need for higher performance in automobiles, home appliances, and household products.

Isoprene chemicals

We apply our unique synthesizing technologies to produce a cleaner MMB that is highly safe and easy to handle, as well as diols, aroma chemical and cosmetic ingredients, agrichemical intermediates, and more.

*1 One-of-a-kind products derived from synthetic isoprene (MMB, MPD, etc.)

KURARAY LIQUID RUBBER

A low molecular weight liquid rubber made from materials such as isoprene and butadiene. Its use is spreading, mainly in such applications as processing aids for automobile tires, high-performance adhesives, and sealants.

GENESTAR™

heat-resistant polyamide resin

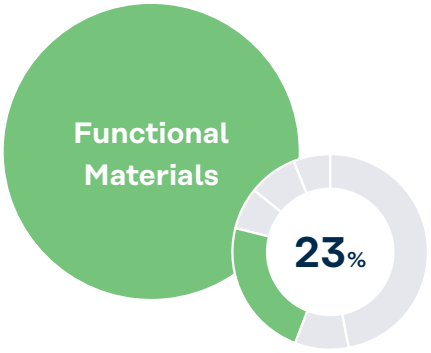
GENESTAR™ is a highly heat-resistant polyamide resin created with our proprietary technologies. It is used in electronic parts of smartphones, personal computers, and the like, and it is applied in backlights for LED liquid-crystal TV panels and in the automotive field as well.

*2 The world's first industrialized PA9T resin

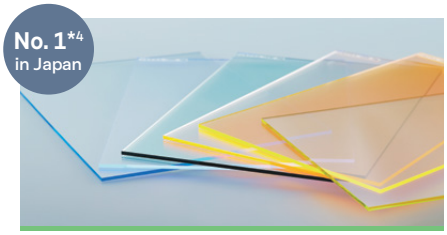
ISOBAM™ alkaline water-soluble polymer

ISOBAM™ is an alkaline water-soluble polymer in white powder form. Offering excellent heat resistance compared with other water-soluble polymers, it is used in applications such as adhesives and binders for glass fibers and ceramic powders.

*3 As a copolymer of isobutylene and maleic anhydride



Net sales composition ratio



Methacrylic resin

Taking advantage of features such as transparency, weather resistance, gloss, and abrasion resistance, methacrylic resin is widely used in parts for automobiles and home electrical appliances, and more. It has recently gained a large share of the market for LCD light-guide plates and other optical components.

*4 As a methacrylic resin sheet

Activated carbon

Activated carbon with a large specific surface area (500–2,500 m^2/g) is manufactured by combining coconut shells, bituminous coal, wood, and other raw materials with various activation methods to control the micropores (1–20 nm in diameter) and the meshwork structure inside the particles. We provide it according to the customer's application.

Dental cement (adhesive for dental crowns)

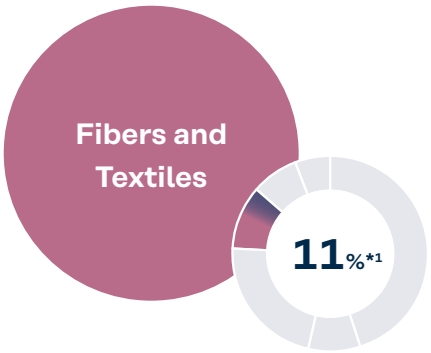
Dental zirconia blocks
(material for dental crowns)

Dental materials

Kuraray applies organic and inorganic materials and their composite materials to develop dental restorative materials. In recent years, leveraging our proprietary zirconia material, we have been promoting development that takes into consideration not only quality but also ease of use. This includes a system that can complete the production of dental prosthetics and the bonding to teeth in a short time, with the aim of contributing to the development of dental care.

High-performance hollow-fiber membrane module

High-performance hollow-fiber membrane modules are used in various industries, such as in water supply and medical applications. They enable efficient filtration and save energy and space.



Net sales composition ratio

*1 Includes sales of fiber and textile products in the Trading segment.

CLARINO™ man-made leather

Offering high functionality, CLARINO™ man-made leather finds use in school bags, sports shoes, automobiles, interior furnishings, household goods, and other products. We are working to lower the environmental impact of our raw materials and manufacturing processes for this material.

Polyester

Applying proprietary polymers and state-of-the-art technology, the Kuraray Group has been actively developing distinctive polyester fibers. Our fibers are used in clothing, daily necessities, functional materials, industrial materials, as a raw material for nonwoven fabrics, and other fields.

KURALON™ / KURALON K-II™ PVA fiber

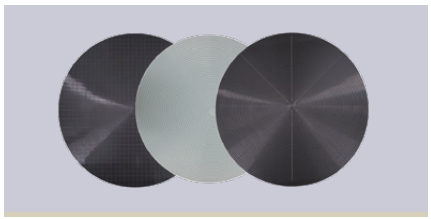
KURALON™ features high strength, hydrophilicity, and chemical resistance, making it ideal for industrial uses such as cement reinforcement (as an asbestos alternative), battery separators, and automotive brake hoses. It is our hallmark PVA fiber brand along with KURALON K-II™ water-soluble PVA fiber.

*2 Excluding China

Meltblown nonwoven fabrics

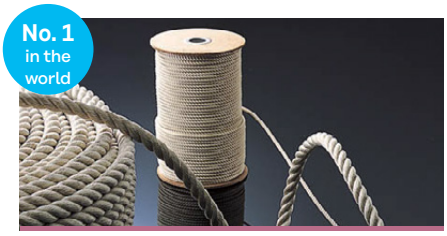
Made from various resins, these nonwoven fabrics offer excellent filtration, elasticity, and high strength, and can also be customized with functional properties. They are widely used in hygiene, medical, industrial, and automotive applications.

New Businesses and others



CMP pad semiconductor polishing pad

High-hardness pads that leverage polyurethane design and manufacturing technologies cultivated in the development of CLARINO™ man-made leather. Kuraray's CMP pads offer excellent properties to polish and planarize devices, very low scratch formation despite their hardness, and excellent abrasion resistance to endure long hours.



VECTRAN™ liquid crystal polymer fiber

VECTRAN™ has about seven times the tensile strength of steel by weight and provides excellent abrasion, flex fatigue and chemical resistance, among other physical properties. It is used in a range of applications including aerospace, various types of tension members, ropes, fishing nets, and protective safety materials.

MAGIC TAPE™ hook-and-loop fastener

MAGIC TAPE™ fastens firmly with only a light press. It is used in a wide range of fields, from clothing, shoes, bags, and medical products to automotive parts, and other industrial materials. We established a proprietary production method to use 100% polyester materials, resulting in a more sustainable and environmentally conscious product.

SCAPOVA™ PVA microcarriers

SCAPOVA™ is a microscopic scaffold for adherent cells, designed for regenerative medicine. Its good cell proliferation rate and ease of handling support efficient and scalable cell cultures. It also shows an extremely low rate of microfractures due to being made from PVA hydrogel. Combined with medical-standard quality management, it is an ideal choice for regenerative medicine applications.

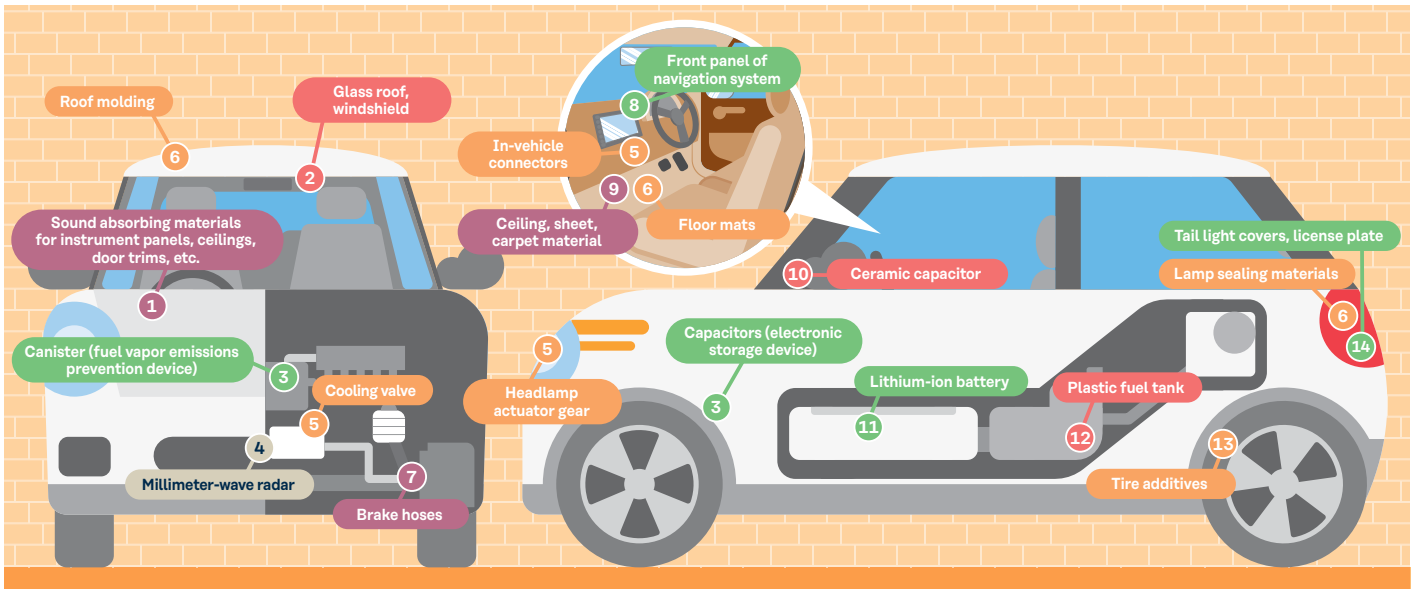
VECSTAR™ liquid crystal polymer film

VECSTAR™ is a liquid crystal polymer film with excellent high-frequency characteristics. It is a homogeneous monomaterial combining the durability and stability of liquid crystal polymer with the processability made possible with thermoplasticity. It is suitable for a wide range of applications, including flexible printed circuit boards, display modules, CCD cameras, antennas, and automotive millimeter-wave radars.

Kuraray's Products in the World Around Us

Automobile

Vinyl Acetate · Isoprene · Functional Materials · Fibers and Textiles · Other



Kuraray's products

1. Meltblown nonwoven fabric
2. Trosifol™ PVB film
3. Activated carbon
4. VECSTAR™ liquid crystal polymer film
5. GENESTAR™ heat-resistant polyamide resin
6. SEPTON™ thermoplastic elastomer
7. KURALON™ PVA fiber
8. PARAMIGHTY™ (PMMA/PC) multilayer sheet
9. MAGIC TAPE™ hook-and-loop fastener
10. Mowital™ PVB resin
11. KURANODE™ hard carbon for lithium-ion battery anodes
12. EVAL™ EVOH resin
13. KURARAY LIQUID RUBBER
14. PARAPET™ methacrylic resin

Clinical Environment

Vinyl Acetate · Isoprene · Functional Materials · Fibers and Textiles · Other

Kuraray's products

1. Polyester
2. GENESTAR™ heat-resistant polyamide resin
3. Methacrylic resin sheet
4. Dental materials
5. Meltblown nonwoven fabric
6. KYOWAGLAS-XA™ lead acrylic resin sheet
7. EVAL™ EVOH resin
8. SEPTON™ thermoplastic elastomer
9. HYBRAR™ thermoplastic elastomer
10. FREEMAGIC™ hook-and-loop mixed fastener

Many of the Kuraray Group's products are used as materials in a variety of end products and applications found in the world around us.
These pages showcase just some of the many Kuraray's products that play an active part in our daily lives.

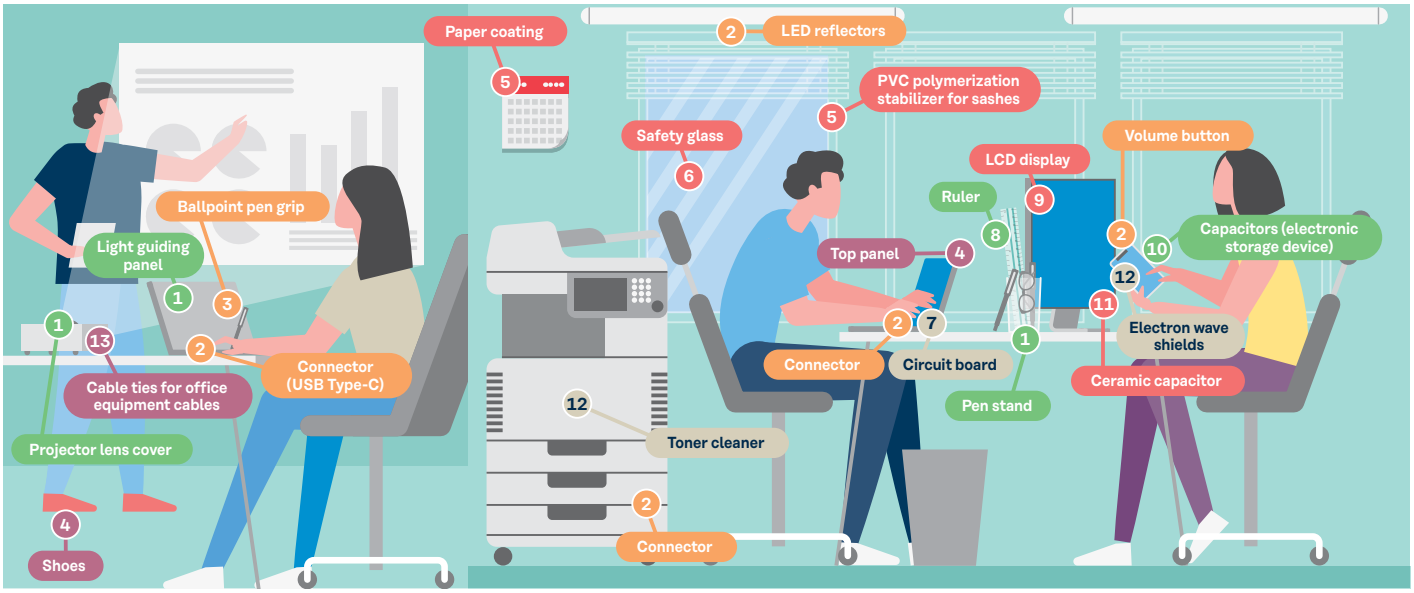
Kitchen

Vinyl Acetate · Isoprene · Functional Materials · Fibers and Textiles · Other

Kuraray's products		
1 PLANTIC™ biomass-derived barrier material	4 Meltblown nonwoven fabric	8 Citral
2 EXCEVAL™ special modified PVOH resin	5 Water-soluble PVOH film	9 EVAL™ film EVOH film
3 EVAL™ EVOH resin	6 PARAPET™ methacrylic resin	10 Activated carbon
	7 KURAFILTER™ functional activated carbon	11 GENESTAR™ heat-resistant polyamide resin

Office

Vinyl Acetate · Isoprene · Functional Materials · Fibers and Textiles · Other



Kuraray's products			
1 PARAPET™ methacrylic resin	4 CLARINO™ man-made leather	8 Methacrylic resin sheet	12 VECRUS™ liquid crystal polymer fabrics
2 GENESTAR™ heat-resistant polyamide resin	5 KURARAY POVAL™ PVOH resin	9 Optical-use poval film	13 Back to back hook-and-loop fastener
3 SEPTON™ thermoplastic elastomer	6 Trosifol™ PVB film	10 Activated carbon	
	7 VECSTAR™ liquid crystal polymer film	11 Mowital™ PVB resin	

Kuraray's Products in the World Around Us

Sports and Outdoors

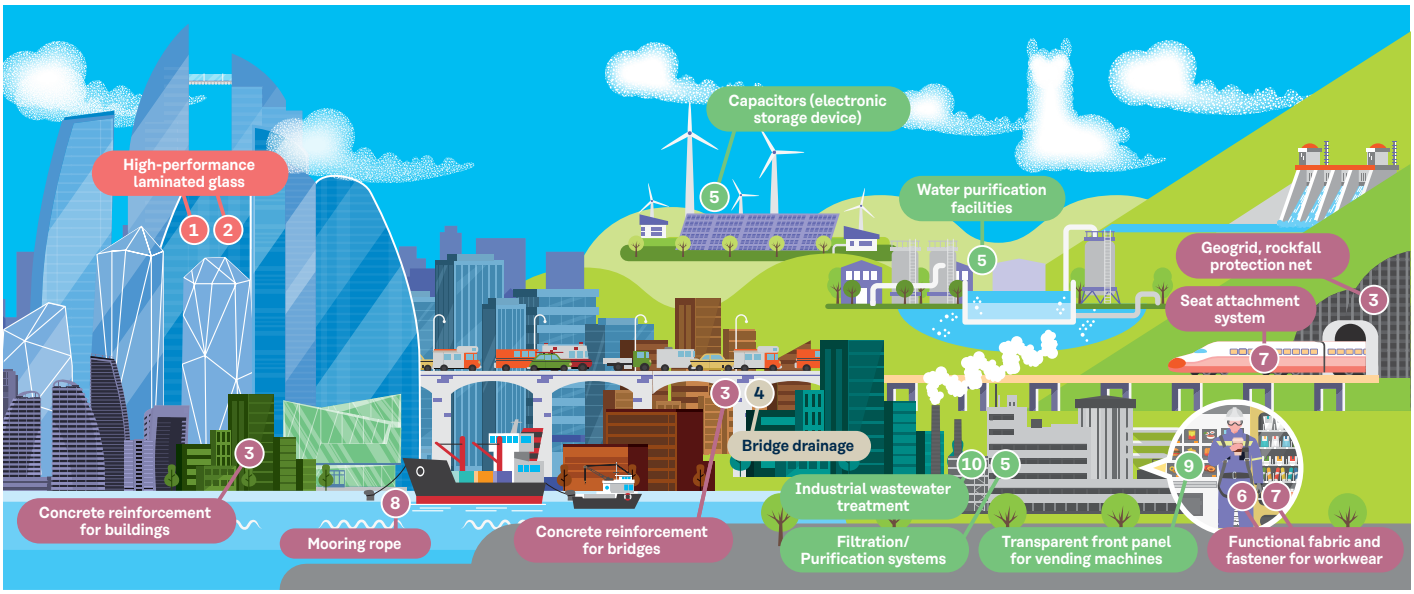
Vinyl Acetate · Isoprene · Functional Materials · Fibers and Textiles · Other

Kuraray's products

1. High-performance fiber made from syndiotactic polystyrene (SPS)
2. VECTRAN™ liquid crystal polymer fiber
3. CLARINO™ man-made leather
4. SEPTON™ / HYBRAR™ thermoplastic elastomers
5. MAGIC TAPE™ hook-and-loop fastener
6. UV-protective fiber
7. Methacrylic resin sheet
8. MINTVAL™ water-soluble filament yarn

Architecture, Construction, and Infrastructure

Vinyl Acetate · Isoprene · Functional Materials · Fibers and Textiles · Other



Kuraray's products

1. SentryGlas™ ionoplast interlayers
2. Trosifol™ PVB film
3. KURALON™ PVA fiber
4. Drainage-promoting water conduit pipe
5. Activated carbon
6. Polyester
7. MAGIC TAPE™ hook-and-loop fastener
8. VECTRAN™ liquid crystal polymer fiber
9. Methacrylic resin sheet
10. High-performance hollow-fiber membrane module

R&D and Innovation

Details may be found here:
https://www.kuraray.com/content/dam/kuraray/jp/en/sustainability/report/kuraray_en2025_16.pdf

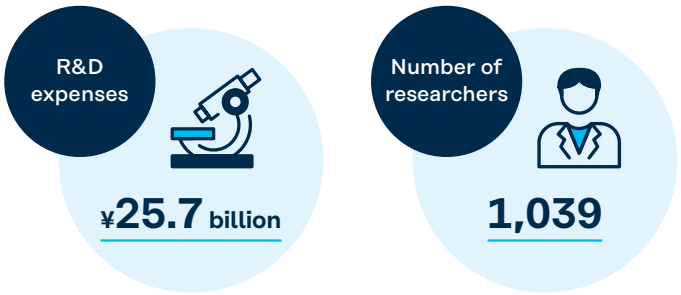
Creating next-generation innovation by connecting people and technologies across the Group

R&D

The Research and Development Division plays a core role in implementing R&D and new business activities as a corporate organization. We plan, propose, and promote initiatives based on three key missions: "creating new business," "strengthening and expanding existing businesses," and "establishing and deepening core technologies." Additionally, we accelerate R&D through digital-related measures such as robotics and materials informatics (MI), the use of advanced simulation technology, the development of proprietary AI, and the pursuit of open innovation. Through these initiatives, we aim to generate new materials based on unique technologies and create new businesses for the future.

The Research and Development Division also works closely with the development and production bases of each business division.

The Technology Division, responsible for corporate production technology development, cooperates with the production and technology divisions of each Group company and plant. It also collaborates with the Research and Development Division in the early stages of development to accelerate the evolution of new businesses and products.



Innovation Networking Center

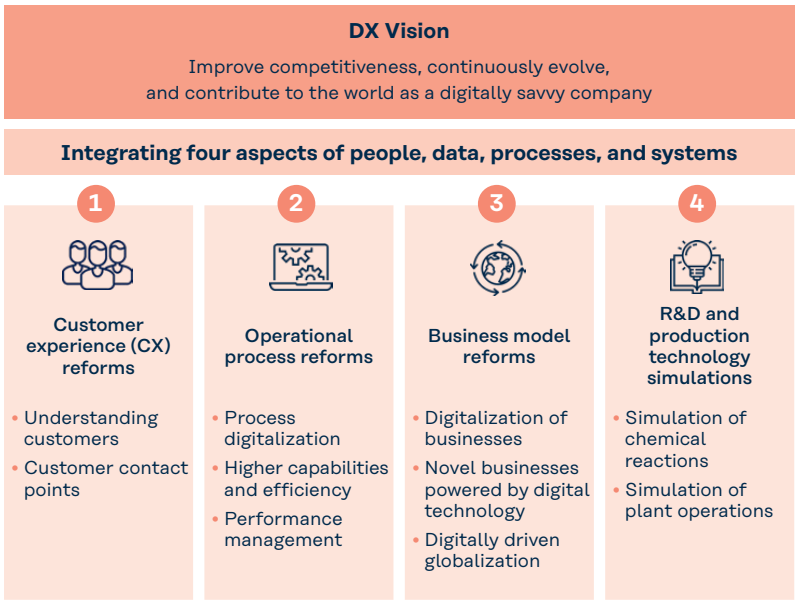
The Innovation Networking Center acts as an accelerator driving innovation while expanding both internal and external collaboration. Bringing a broad range of knowledge and experience, members from business divisions and corporate organizations across the Group work together with the R&D departments and business divisions to generate new business opportunities from a longer-term perspective.

Digital Transformation

Details may be found here:
https://www.kuraray.com/content/dam/kuraray/jp/en/sustainability/report/kuraray_en2025_17.pdf

The Kuraray Group's DX Vision is: "Improve competitiveness, continuously evolve, and contribute to the world." Guided by this vision, we have set four priority fields, as shown in the diagram on the right, to pursue digital transformation across the Group.

We have also put a DX Talent Development Program in place as a global initiative to foster a culture and climate in which all employees continue to learn, thus keeping abreast of the evolution of digital technologies. We developed a training curriculum aligned with three levels of digital literacy. All employees are required to acquire at least basic-level skills to harness digital transformation in business operations. Additionally, we aim to train and assign one or more individuals per department to lead digital transformation initiatives and promote technological knowledge across the organization.



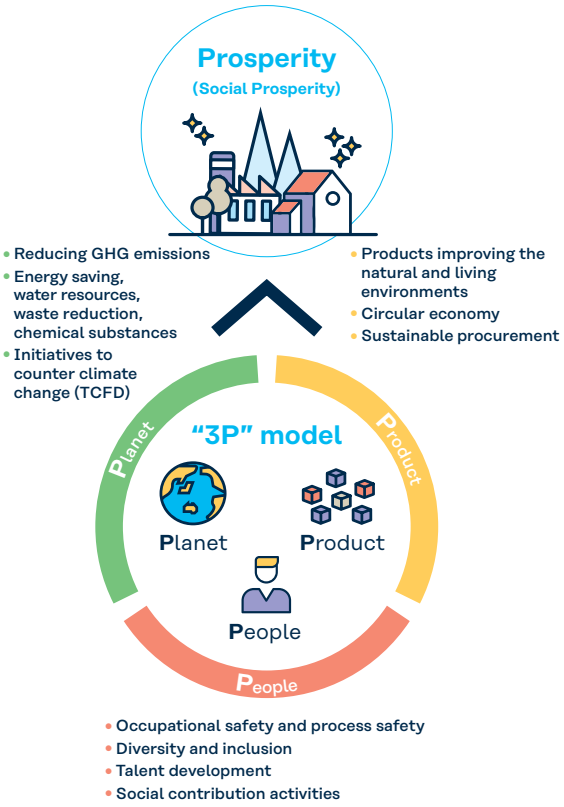
Sustainability

Details may be found here:
https://www.kuraray.com/global-en/sustainability/

Considering sustainability to be one of our most critical management strategies, the Kuraray Group established the Sustainability Long-Term Vision to express our commitment to pursuing sustainability across the entire Group. To realize this vision, under the Medium-Term Management Plan "PASSION 2026," sustainability-related measures are summarized in the Sustainability Medium-Term Plan and grouped into three Ps: Planet, Product, and People. By steadily moving forward with the various measures indicated under the "3P" model (figure at right), we are striving to bring about the prosperity of both society and the Kuraray Group.

Sustainability Long-Term Vision

As a sustainability leader, Kuraray will develop innovative solutions with unique products and cleaner technologies to improve the natural environment and enhance quality of life for people everywhere.



Planet

Details may be found here:
https://www.kuraray.com/global-en/sustainability/ghg_target

Achieving Net-Zero Carbon Emissions in 2050

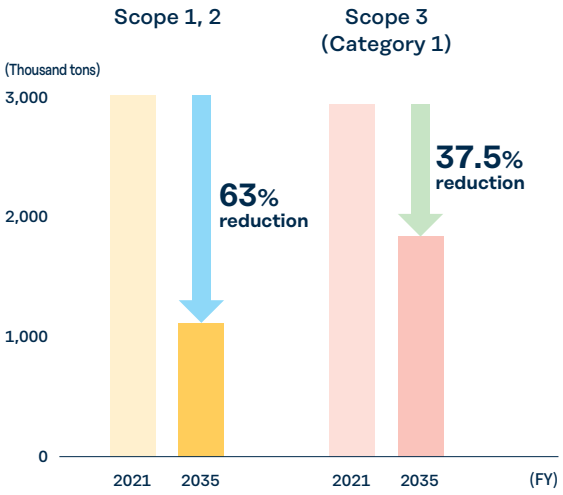
The Kuraray Group recognizes climate change countermeasures as one of its priority measures and aims to achieve carbon net-zero by 2050.

We have set a new goal of reducing Scope 1 and 2 emissions, which are emissions from the Kuraray Group, by 63% by 2035 compared to 2021. For Scope 3, which covers emissions across the supply chain, we have identified "Purchased Goods and Services (Category 1)" as the primary source of emissions for the Kuraray Group; our goal is to reduce such emissions by 37.5% by 2035 compared to 2021. We will steadily take all feasible steps to reduce emissions within the Group, while aiming to achieve our goals through dialogue and collaboration with our suppliers to work toward emission reductions.

Furthermore, the Kuraray Group aims to obtain SBT* certification for the newly set GHG emission reduction goals for Scope 1, 2 and 3.

* SBT (Science Based Targets): Voluntary targets set by business corporations with regards to GHG emission reductions in a manner consistent with the levels required by the Paris Agreement. The SBT certification ensures that a company's targets are scientifically based and aligned with the goals of the Paris Agreement.

GHG Emission Reduction goals by 2035



Product

Details may be found here:
https://www.kuraray.com/global-en/sustainability/psa_product

Expanding Products that Contribute to the Natural and Living Environments

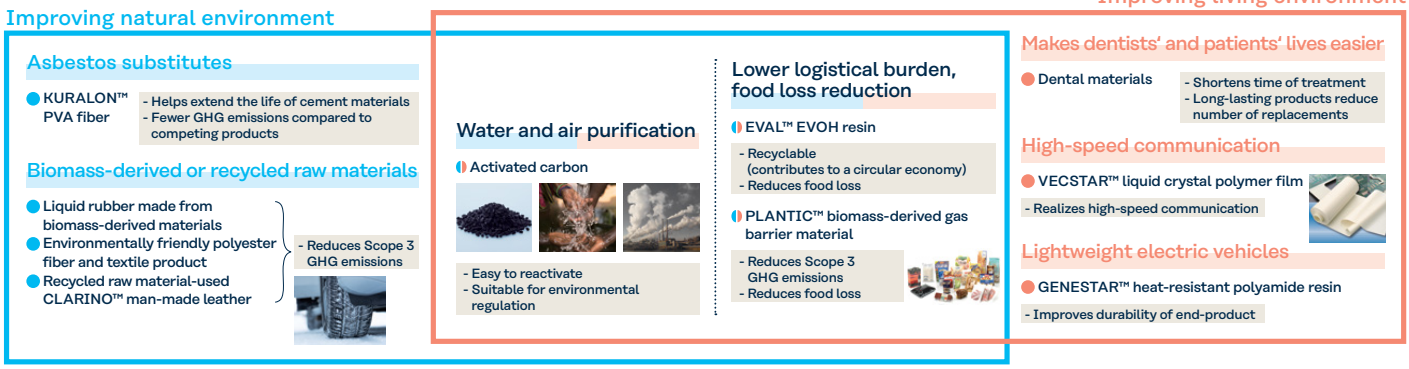
The Kuraray Group believes that its unique products and cleaner technologies will help bring about a sustainable society, and we are working to expand the range of products that make positive contributions.

In setting out targets to expand the lineup of such products, we have constructed a Kuraray Portfolio Sustainability Assessment (PSA) system to ensure objectivity and transparency in our product screening, and have expanded the assessments in stages in accordance with WBCSD*[1] guidelines. Currently, products representing around 80% of net sales are covered by PSA screening.

We designate products with high PSA scores as the Kuraray Group products that contribute to the natural and living environments. Under "PASSION 2026", we set a target to increase the sales ratio of such products Group-wide to 60%. Having reached 58% in 2024, we expect to reach this target ahead of schedule, before 2026.

* World Business Council for Sustainable Development.

Kuraray Group Products that Contribute to the Natural and Living Environments



People

Details may be found here:
https://www.kuraray.com/global-en/sustainability/occupational_safety_process_safety

HR Strategy

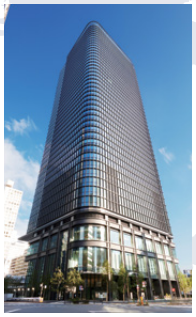
The Kuraray Group consists of employees from various nationalities and backgrounds, and the active participation of all diverse members is essential for the long-term and sustainable enhancement of corporate value. Therefore, our HR strategy is based on Our Mission and Our Values, which have been the basic spirit since our founding, and aims to enable diverse talents, who are the source of value creation, to play an active role with company-wide connections. We will enhance the attractiveness of our culture, acquire people who are drawn to that culture, and support the creation of networks that transcend the boundaries of nationality and job position. We strive for the continuous growth of both individuals and the Group through global placements and training programs to maximize the Group's strengths.

Social Contribution Activities

We in the Kuraray Group consider the sound and sustainable advancement of society to be a precondition for corporate growth and prosperity, as well as the ultimate objective of corporate activities. The Group carries out activities with a priority on culture, science, the environment, and social welfare in accordance with its policy for social contribution activities.

As part of these efforts, since 1992, our production sites in Japan have hosted "Chemistry Classes for Boys and Girls" targeting elementary school students, with the aim of letting children discover the joy of chemistry through chemical experiments. Moreover, since 2004, we have been steadily implementing a "Sending School Backpacks Across the Sea" campaign, which involves sending stationery and letters to children in Afghanistan. In 2024, the 21st donation drive since the program's launch, 6,863 backpacks were collected from all over Japan, for a total of 163,408 backpacks sent across the sea to date. Going forward, we hope to continue expanding the reach of this program.

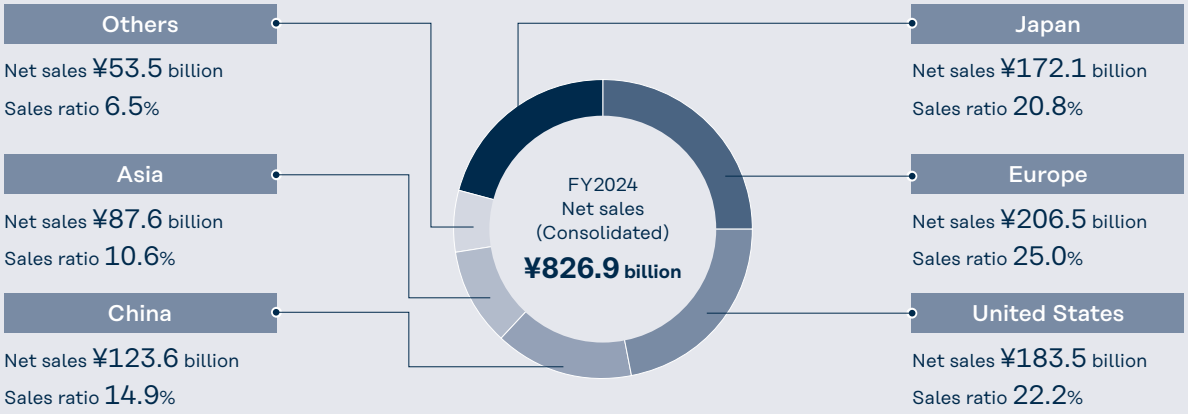
Global Network (As of December 31, 2024)



Head Office

Kuraray Europe GmbH

Consolidated Net Sales (by Country/Region)



Details may be found here:
https://www.kuraray.com/global-en/company/

Kuraray America, Inc.

Regional sales locations

- Kuraray America, Inc. (Texas, U.S.)
- Kuraray Europe GmbH (Frankfurt, Germany)
- Kuraray Asia Pacific Pte. Ltd. (Singapore)
- Kuraray (Shanghai) Co., Ltd. (Shanghai, China)
- Kuraray Hong Kong Co., Ltd. (Hong Kong, China)
- Kuraray India Private Limited (Noida, India)
- Kuraray South America Ltda. (São Paulo, Brazil)
- Kuraray (Thailand) Co., Ltd. (Bangkok, Thailand)

- Other sales locations

Laboratories

- KAI Corporate R&D (Texas, U.S.)

Head Office

Plants

- Kuraray America, Inc.
  (Texas, North Carolina, South Carolina, and West Virginia, U.S.)
- MonoSol, LLC (Indiana, U.S.; Hartlebury, U.K.; Zimna Wodka, Poland)
- Kuraray Europe GmbH (Frankfurt and Troisdorf, Germany)
- EVAL Europe N.V. (Antwerp, Belgium)
- Kuraray Europe Moravia s.r.o. (Holesov, Czech Republic)
- Kuraray Asia Pacific Pte. Ltd. (Singapore)
- Kuraray GC Advanced Materials Co., Ltd. (Rayong, Thailand)
- Kuraray Advanced Chemicals (Thailand) Co., Ltd. (Rayong, Thailand)
- Kuraray Methacrylate (Zhangjiagang) Co., Ltd. (Zhangjiagang, China)
- Kuraray Korea Ltd. (Ulsan, South Korea)
- Plantic Technologies Limited (Victoria, Australia)
- Calgon Carbon Corporation (Pennsylvania, Kentucky, and Mississippi, U.S.; U.K.; France; Italy; China; and other countries)

Locations in Japan (As of May 1, 2025)

Details may be found here:
https://www.kuraray.com/global-en/company/

Group Main Locations

- Head Office (Chiyoda-ku, Tokyo)
- Osaka Office (Osaka)

Kuraray Trading Co., Ltd. (Osaka)
Kuraray Noritake Dental Inc. (Chiyoda-ku, Tokyo)
Kuraray Plastics Co., Ltd. (Osaka)
Kuraray Engineering Co., Ltd. (Osaka)
Kuraray Techno Co., Ltd. (Osaka)
Kuraray Fastening Co., Ltd. (Osaka)

Plants

- Kurashiki Plant (Kurashiki City, Okayama)
- Saijo Plant (Saijo City, Ehime)
- Okayama Plant (Okayama City, Okayama)
- Niigata Plant (Tainai City, Niigata)
- Kashima Plant (Kamisu City, Ibaraki)
- Tsurumi Plant (Bizen City, Okayama)

Laboratories

- Kurashiki Research Center (Kurashiki City, Okayama)
- Tsukuba Research Center (Tsukuba City, Ibaraki)


Tsurumi Plant


Okayama Plant


Niigata Plant


Kashima Plant

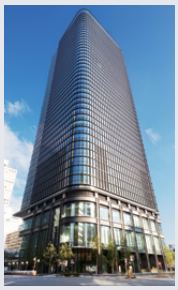

Kurashiki Research Center

Kurashiki Plant


Tsukuba Research Center


Saijo Plant


Osaka Office


Head Office

At a Glance (As of December 31, 2024)

Established

1926

Capital

¥89 billion

Employees (Consolidated)

11,941

(Ratio of overseas employees: 41.2%)

Locations

100 companies in 32 countries and regions around the world

(Production bases: 9 bases in Japan, 43 bases outside Japan)

Net sales (Consolidated)

¥826.9 billion

Operating income (Consolidated)

¥85.1 billion

(Operating income ratio: 10.3%)

Overseas sales ratio

79.2%

Sales ratio of products with top global market share*

61% *In-house research

Corporate Overview

Company Name	Kuraray Co., Ltd.
President and Representative Director	Hitoshi Kawahara
Established	June 1926
Head Office	Tokiwabashi Tower, 2-6-4, Otemachi, Chiyoda-ku, Tokyo 100-0004, Japan
Group Companies	73 consolidated subsidiaries, four equity-method affiliates
Major Operations	United States, Germany, Belgium, China, South Korea, Singapore, Thailand
Domestic Stock Exchange Listing	Prime Market in Tokyo Stock Exchange

Possibility can change the world – and it starts with Kuraray.

kuraray
Possible starts here

KURARAY CO., LTD.

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