

# The Kuraray Group's Aims

## Value Creation Process

As a corporate group engaged in manufacturing, the Kuraray Group creates economic and social value by providing its excellent

### Business Activities of the Kuraray

#### Input

##### Financial capital

Strong financial position

- ➔ Net assets **¥538.5** billion
- ➔ Equity ratio **53.0** %
- ➔ Credit rating (As of March 31, 2020)  
Japan Credit Rating Agency, Ltd. (JCR) **AA**  
Rating and Investment Information, Inc. (R & I) **A+**

##### Intellectual capital

A broad spectrum of base technologies ranging from materials to processing

- ➔ R&D Expenses **¥21.2** billion

##### Human capital

Diversity of human resources

- ➔ Number of consolidated employees **11,115**
- ➔ Ratio of female employees **18.2** %
- ➔ Ratio of female employees in managerial positions **7.8** %

##### Manufacturing capital

Global production system

- ➔ Domestic production bases **9**
- ➔ Overseas production bases **36**

##### Social and relationship capital

Trust from customers / trust from local communities

#### Materiality

 Refer to p.35

Improving the natural environment



Improving the living environment



Effective use of resources and reduction of environmental impact



Improving supply chain management



Building a "company that people can take pride in"



### Issues Facing Society

- Global warming
- Depletion of water
- The food crisis and others

products and services to the market.

## 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.”

### Sustainable Growth through the Use of Management Resources

## Group

## Strategy of the Kuraray Group

### Long-term vision

 Refer to p.15

#### Vision for Kuraray

Specialty Chemical Company growing sustainably by incorporating new foundational platforms into its own technologies

#### Basic policies

#### Pursue competitive superiority

Increase existing businesses' competitive edge

#### Expand new business fields

Strengthen our business portfolio while expanding the scope of operations

#### Enhance comprehensive strengths of the Kuraray Group

Establish global business foundations to ensure the realization of the vision

#### Pursue competitive superiority

Enhance comprehensive strength of the Kuraray Group

### Medium-Term Management Plan “PROUD 2020”

Making Kuraray a Company That People Can Take Pride In

#### Expand new business fields

#### Contribute to the environment

## Outcome

#### EVAL™

Food packaging materials (Long-term food preservation/Extension of expiration dates)

#### PLANTIC™

Bio-based gas barrier material (Long-term food preservation/Extension of expiration dates)



### Contribute to food loss reduction

#### Activated carbon

Water purification and wastewater treatment, air purification

#### Water treatment membrane

Water purification and wastewater treatment

#### PVA-gel

Wastewater treatment



### Contribute to providing cleaner water and air, and help to conserve resources

#### EVAL™

Plastic fuel tanks

#### GENESTAR™

Replacement for automotive metal parts



### Contribute to fuel efficiency improvement by reducing the weight of automobiles

#### PVB film

Interlayer for safety glass

#### Liquid rubber

High-performance automobile tires

#### KURALON™

Cement and concrete reinforcement



### Contribute to safety

resources

### Contribution to Social Sustainability