

# Future

## 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 products and services to the market.

## Business Activities of the Kuraray

### Input

#### Financial capital

Strong financial position

- ➔ Net assets **¥515.5 billion**
- ➔ Equity ratio **47.4%**

#### Intellectual capital

A broad spectrum of base technologies ranging from materials to processing

- ➔ R&D Expenses **¥20.6 billion**

#### Human capital

Diversity of human resources

- ➔ Number of consolidated employees **11,219**
- ➔ Ratio of foreign employees **39.0%**
- ➔ Ratio of female employees **18.5%**
- ➔ Ratio of female employees in managerial positions **7.9%**

#### Manufacturing capital

Global production system

- ➔ Domestic production bases **9**
- ➔ Overseas production bases **43**

#### 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 resources
- The food crisis and others

## 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

Refer to p.20

#### Long-Term Vision “Kuraray Vision 2026”

##### 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

Safe operation and steady execution of work during COVID-19

#### Fiscal 2021 Management Plan

Promotion of formulation of the next Medium-Term Management Plan

## 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 the reduction of food loss

##### Activated carbon

Water purification and wastewater treatment, air purification

##### Water treatment membrane

Water purification and wastewater treatment

##### PVA-gel

Wastewater treatment



Contribute to cleaner water and air and helps conserve resources

##### EVAL™

Plastic fuel tanks

##### GENESTAR™

Replacement for automotive metal parts



Contribute to fuel efficiency 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

### Contribution to Social Sustainability