

Value Creation Process

Input

Five Kinds of Capital

Financial capital

Strong financial position and investments and M&A that create value

Net assets **¥579.6** billion
 Equity ratio **51.3%**
 Capital investment **¥380** billion*¹
 M&A funds **¥100** billion*¹

*1 Cumulative total for 2022–2026. Funds derive mainly from operating cash flow of ¥600 billion expected to be generated in 2022–2026.

Intellectual capital

Pursue development that contributes to growth strategies and sustainability

R&D expenses **¥150** billion*²

*2 Cumulative total for 2022–2026.

Human capital

Diversity of human resources

Number of consolidated employees **11,330**
 Ratio of non-Japanese employees **39.6%**
 Ratio of female employees **18.7%**
 Ratio of female employees in managerial positions **9.3%**

Manufacturing capital

Global production system

Production bases in Japan **9**
 Production bases outside Japan **43**

Social and relationship capital

Trust from customers, trust from local communities

Pioneering technology cultivated over the years

Business Activities

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.”

Materiality

Creating Value through Business

Improving the natural environment

Improving the living environment

Creating Value to Strengthen the Foundation of Kuraray

Effective use of resources and reduction of environmental impact

Improving supply chain management

Building a “company that people can take pride in”

Building a more sophisticated business portfolio by assessing businesses and products for social and environmental value and economic value. Setting target fields based on five macro trends.

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Target fields



Improvement of the global environment

- ◆ Air and water purification
- ◆ Reduce microplastics
- ◆ Circular economy
- ◆ GHG capture, utilization and reduction of GHG emissions



Food and water security

- ◆ Food loss reduction
- ◆ Improve agricultural productivity
- ◆ Safe water supply



Digitalization, communications

- ◆ Electric and electronic device materials
- ◆ High-speed telecommunication device materials



Effective utilization of energy

- ◆ Materials for energy storage devices
- ◆ Energy-related materials
- ◆ Materials for electric and electronics devices



Calls for higher quality of life (QOL)

- ◆ Medical and healthcare
- ◆ Beauty goods and living supplies
- ◆ Improve indoor and in-vehicle environments

To contribute to improving the environment and enhancing the quality of life through our business activities. This is the mission of the Kuraray Group. Building on five kinds of capital and the pioneering technology we have cultivated over the years, we will seek sustainable growth and carry out our mission through initiatives set out in the Medium-Term Management Plan "PASSION 2026."

Vision and Strategies

Long-Term Vision "Kuraray Vision 2026"

Specialty Chemical Company contributing to customers, society, and the planet and growing sustainably by incorporating new innovation platforms into its own technologies

- ◆ Pursue competitive superiority
- ◆ Expand new business fields
- ◆ Enhance comprehensive strengths of the Kuraray Group

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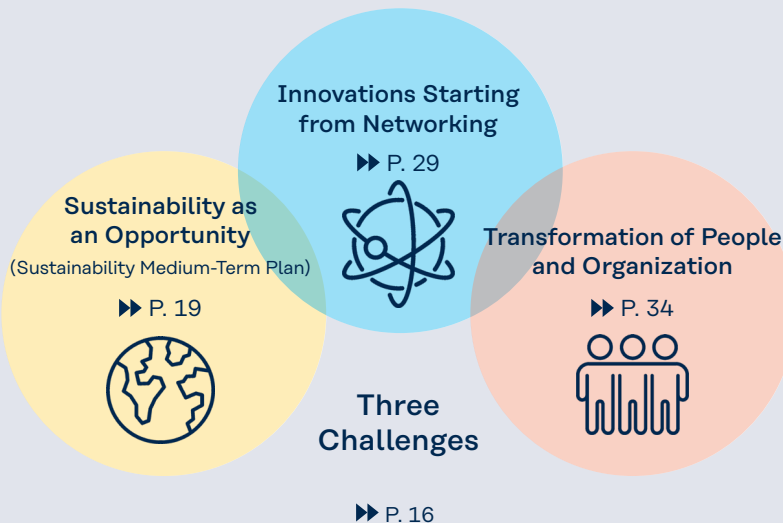
Sustainability Long-Term Vision

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.

- ◆ Reinforcing Sustainability Management
- ◆ Initiatives to Achieve Net Zero Carbon Emissions in 2050

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Medium-Term Management Plan "PASSION 2026"



Output and Outcomes

Improving the natural environment

Asbestos substitutes

KURALON™



Bio-based or recycled raw materials

- Liquid rubber made from biomass-derived materials
- ECOTALK™ (polyester)*³
- CLARINO™ (man-made leather based on recycled materials)



*³ Brand name applied to products made using manufacturing methods with strong CO₂ emission reduction gains and products that help improve the living and working environments.

Water and air purification

- Activated carbon
- Membrane module



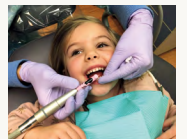
Lower logistical burden, food loss reduction

- EVAL™ (EVOH resin)
- PLANTIC™ (biomass-derived gas barrier film)



Make dentists' and patients' lives easier

Dental materials



High-speed communication, lightweight automobiles

- VECSTAR™ (liquid crystalline polymer film)
- GENESTAR™ (heat-resistant polyamide resin)



Improving the living environment