




Kuraray Report 2025

For Fiscal 2024, Ended December 31, 2024

A photograph of a young child with dark hair, wearing a blue shirt, leaning over a wooden table. The child is holding a black magnifying glass over a clear glass filled with water. The background is softly blurred, showing indoor plants and a window. Several large, semi-transparent orange and brown circles are overlaid on the image, creating a modern, graphic design.

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

About the Publication of Kuraray Report 2025

Seeking to Further Dialogue and Deepen Trust with Stakeholders

Since 2018, the Kuraray Group has issued the Kuraray Report so that all stakeholders, including shareholders and investors, can gain a deeper understanding of our efforts toward value creation over the medium to long term.

We are currently implementing the Medium-Term Management Plan "PASSION 2026," extending from 2022 until 2026, which marks our 100th anniversary. Kuraray Report 2025 reports on the progress and outlook for the Three Challenges set out in "PASSION 2026" and our efforts to build a more sophisticated business portfolio, and explains how we are working to fulfill our social responsibilities through business.

The report was edited and produced with the collaboration of the Corporate Communications Department, the Corporate Sustainability Department, and numerous other corporate organizations. I have confirmed that the report's creation process was appropriate and that its content is accurate.

We will continue to pursue constructive dialogue with all of our stakeholders, using this report as one of our engagement tools. We look forward to hearing feedback from its readers.

Junichi Fujiwara

Managing Executive Officer

Officer responsible for Corporate Management Planning Office

Editorial Policy

The Kuraray Report compiles financial and ESG-related non-financial information regarding the Kuraray Group's efforts to create sustainable value.

In compiling the report, we referred to the International Integrated Reporting Framework of the IFRS Foundation and the Guidance for Collaborative Value Creation from the Japanese Ministry of Economy, Trade and Industry.

The report also uses the Global Reporting Initiative (GRI) Standards as a reference. A comparison between them is shown on our website.

 GRI Standards Content Index

Notes: 1. All financial data is on a consolidated basis.

2. Financial data (results) expressed in billions of yen are rounded to the nearest hundred million yen.

3. Forecasts and outlooks are based on assumptions and suppositions regarding the future operating environment and economic conditions at the time of publication, which may differ from actual results.

Reporting Period

January 1 to December 31, 2024

Notes: 4. Some information from after January 2025 is included.

5. Please note that the "2025" in the title refers to the year this report was published.


Scope of the Report

Kuraray Co., Ltd. and the Kuraray Group companies

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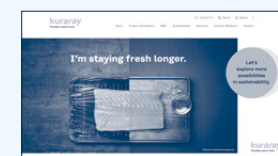
Approach to Disclosure

Kuraray Report (integrated report)



Puts priority on key financial and non-financial information related to the Kuraray Group's sustainable value creation. Please see the website for a wider range of more comprehensive information and detailed data.

Website



Offers general information about the Kuraray Group, including corporate information, products and services, R&D, IR activities and finance, sustainability, recruitment information, and news releases.

Investor Relations

Offers information on management policy, the Medium-Term Management Plan, various briefing materials, and performance-related data.

Sustainability Website

Offers information on material issues, our Sustainability Medium-Term Plan, and sustainability-related data.

Corporate Reporting

 Announcement of Financial Results

 Management Briefings

 Kuraray Report (financial section)

 Fact Book

 Corporate Governance Report

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Key Points of Kuraray Report 2025

- Key Point 1** Approach to targeting social and environmental value and economic value
- Key Point 2** Progress and outlook of Medium-Term Management Plan "PASSION 2026"
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- Key Point 4** Discussion toward even more sophisticated governance

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