Kureha Group's mid- to long-term management plan, Toward Creating a New Future (2023 \sim 2030)

Invested Capital

Priority Measures

Kureha's Vision and Strengths

Key Business Fields

The Future the Kureha Group **Outputs Will Create**

Human capital

A culture of trying to create the future

Employees

Intellectual capital

- Organic synthesis
- · Polymer technology
- · Carbon control technology
- · Evaluation technology
- · Process engineering technology
- ► R&D sites

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► R&D investment

30 billion yen

Investment in digitalization

10 billion yen

Financial capital

Consolidated capital

216.8 billion yen

Manufacturing capital

► Manufacturing sites

Investment in manufacturing

200 billion ven

Natural capital

► Energy inputs

facilities

161,000 KL

(Crude oil equivalent)

Investment in the environment

10 billion ven

A specialty solutions company that leverages proprietary technology and contributes to a new future for society

- Development of new compounds
- Development of applications
- Development of innovative technology and processes

Revive Kureha's technology-

driven focus



Strengthen the management base

Synergy between company and employees

Material Issues

Strengthening of research and technology development capabilities

- Creating new business and developing new products
- Strengthening production technology and engineering capabilities
- Expanding products that contribute to resolving social issues

Carbon neutral initiatives

- Using CO₂-free energy
- Advancing production technology consistent with recycling-oriented production

Promoting DX

- Collaborating on the value chain
- Strengthening collaboration with Group companies
- R&D and production/technology DX
- Sales and marketing DX
- Developing and securing digital-capable human resources

Strengthening of governance

- Improving effectiveness of corporate governance
- Strengthening the consolidated management base

Activity by diverse human resources

- Harmonizing and integrating employee satisfaction and the mission
- Respecting diverse values and positions
- Improving employee engagement

Environment and Energy

- Binders for LiB
- Materials for automobile parts
- Tools for drilling shale gas
- SiC fiber

Digital

3D touch panels

Life

Household

products

• Fishing line

materials

Agricultural

products

Food packaging

Communications

Reduction of CO₂ emissions

30% or more

(30% or more compared with FY2013 levels)

1.5%



FY2030

Continuous enhancement of economic value



Contribution toward resolving social issues

· Revenue

280 billion yen

· Operating profit

35 billion ven

Operating margin

12.5%

· ROE

9% or more



Contribution toward reduced environmental impact

· Waste emission rate





Development of an information society



lifestyles



