Kureha Vision



Contribution to development of a sustainable society

- Mitigating global warming
- · Cleaning up the global environment







- Reducing food loss
- Securing a safe and stable food supply



- Developing a smart IoT society
- · Developing a digital communication society





- · Contributing to a sustainable planet
- · Securing safe water







- Promoting health and development of diverse human capital
- Respecting human rights







· Mutually progressing with suppliers based on sustainable procurement







Mid- to long-term management plan, **Toward Creating a New Future**

Financial 18.1 billion yen Share capital capital Intellectual 30 billion yen capital R&D investment 4,271 Human capital Employees Social and relationship 28 companies subsidiaries capital Manufacturing Manufactured 200 billion yen capital investmen capital Investment 10 billion ven into digitization Environmenta Natural capital 10 billion yen investment Energy inputs 161.000 KL

Invested Capital

The amount of investment for each capital is the total amount of investment until 2030 As of March 31, 2023

External environment

- · Transition to a decarbonized society
- Transformation to a circular economy
- · Poverty & hunger
- · Widening disparities
- · Changes in workstyles and lifestyles
- · Acceleration of digitalization
- · Increase in cyberterrorism
- · Human rights issues
- · Supply chain management issues
- Declining birthrates
- · Increase in geopolitical risks

Revive Kureha's technology-driven focus Strengthening of research and technology development capabilities

Synergism between company and

of economic value Contribution toward resolving social issues Contribution toward reduced environmental impact

Continuous enhancement

Strengthen the management base

Priority

measures

- Strengthening of governance
- Promotion of digitalization strategy

Kureha Group Corporate Philosophy

We. Kureha Group, will:

- · Value people and the environment
- · Always innovate in order to grow continuously
- · Contribute to the creation of a sustainable society through valuable products and technologies

Kureha Group Charter of Corporate Behavior

- · Sustainable economic growth and contribution to social issues
- · Fair information disclosure and
- dialogue with stakeholders · Respect for local communities and
- contribution to their development
- · Respect for human rights
- Product safety and quality assurance Corporate Governance
- Synergism between company and employees & Occupational safety and health
- · Commitment to environmental issues
- Fair trade & Responsible procurement
- · Crisis management

Quantitative targets for FY2030

PVDF Piezo

Outputs

Advanced materials

Agricultural products

agrochemicals

packaging materials Develop environmentally friendly products

Advanced Materials · Develop technologies for

semiconductors

Household products & Food

(such as PVDF and PPS)

 Improve performance · Develop technologies to reduce environmental impact

Enter the aerospace industry

Continually develop and launch

· Bring 3D touch panels to market

High priority categories

SiC fiber

and Energy

Digital

Communications

Revenue 280 billion yen

Operating profit Over 35 billion ven

12.5% Operating margin

ROE More than 9%

Reduction of CO₃ emissions More than 30% (more than 30% compares with FY2013 levels)

Zero waste emission ratio 1.5%