

Looking Back at Our Path

Previous Medium-Term Management Plan “PROUD 2020” (2018–2020)

Measures and Results

1) Pursue competitive superiority

- Acquired Calgon Carbon Corporation in the United States, the world's largest activated carbon manufacturer. Decided to expand production facilities for new carbon at existing plant in the United States and for reactivated carbon at a Belgian subsidiary, targeting business expansion
- Decided to invest in an isoprene plant in Thailand
- Contributed to profit growth through capital expenditures in optical-use poval film (Japan), water-soluble PVOH film (United States), PVB film (South Korea), and ionoplast interlayers SentryGlas™ (United States)

2) Expand new business fields

- Expanded existing production capacity for VECSTAR™ (Liquid crystalline polymer film)
- Decided to invest in resin production facilities in the United States for PLANTIC™ (Bio-based gas barrier material)

3) Enhance comprehensive strength of the Kuraray Group

- Generated integration synergies with the environmental solutions business (carbon materials)
- Established Personnel Development Department for the purpose of reinforcing personnel development and handing down technical expertise
- Promoted work-style reforms

4) Contribute to the environment

- Improved the natural environment: Expanded activated carbon business
- Enhanced the living environment: Strengthened EVAL™ and PLANTIC™ (biomass-derived) businesses

Fiscal 2021 Management Plan

Measures and Results

1) Steadily implement capital investment decided in previous Medium-Term Management Plan “PROUD 2020”

- Made steady progress on major projects, including construction of the Thai isoprene plant and the water-soluble PVOH film production base in Poland, as well as expansion of activated carbon capacity at Calgon Carbon Corporation

2) Expand the environmental solutions business (carbon materials)

- Further integrated operations after organizational consolidation. Steadily captured expanding demand by drawing on our ability to address environmental regulations

3) Increase EVAL™ production capacity

- While tracking demand trends and business feasibility, explored

candidate sites mainly in the Asian region

4) Promote digitalization across the entire Group

- Launched the Global Digital Transformation (GDX) Office in January 2022 to accelerate existing digital transformation initiatives

5) Initiatives to create innovation

- In the Marketing Group (formerly in the Corporate Management Planning Office), promoted cross-divisional business creation initiatives from a customer-centric standpoint. To bolster these initiatives and create innovation across the Group and globally, established the Innovation Networking Center in January 2022

Business Performance and Shareholder Return

	FY2018 results	FY2019 results	FY2020 results	FY2021 results
Net sales (Billions of yen)	603.0	575.8	541.8	629.4
Operating income (Billions of yen)	65.8	54.2	44.3	72.3
Operating income margin (%)	10.9	9.4	8.2	11.5
Net income (loss) attributable to owners of the parent (Billions of yen)	33.6	(2.0)	2.6	37.3
Net income (loss) per share (EPS) (Yen)	96.05	(5.66)	7.48	108.32

