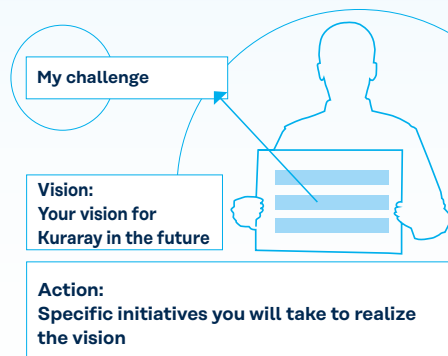


# Challenges for a Future Vision

As the Group prepares to mark its 100th anniversary in 2026, we held a workshop in Kurashiki, the birthplace of Kuraray, to consider the goals we ought to aim for and what actions we should take for the future. Global members from diverse occupations and locations who will lead the next generation gathered together to imagine the future Kuraray faces and to consider the ideal vision for the Group. Here, we showcase the future vision for Kuraray envisioned by workshop participants and the challenges they will take on to turn that vision into a reality.



Connecting the Future: Innovation and Sustainability in Action

## Alberto Alarcon

Advanced Interlayer Solutions  
Kuraray America Inc.

**A leader in sustainable innovation, prioritizing employee growth and global impact**

I am focusing on amplifying our sustainable practices and innovative solutions through strategic communication in the AIS Business Unit. This involves showcasing our cutting-edge developments and environmental initiatives to a global audience, enhancing brand recognition. Moving forward, I plan to foster deeper customer engagement and collaborative partnerships, aligning with our vision for sustainability and innovation, while also nurturing a culture of continuous learning and development within our team.



Making everything sustainable, from sourcing coal to reaching consumers

## Anja Laqua, Ph.D.

Corporate Sustainability Division

**No longer speaking about sustainability because it is our daily business as a sustainability leader**

I am in charge of Global Sustainable Procurement and Sustainable Monitoring. The purpose of Global Sustainable Procurement is to mitigate and reduce the risk on Kuraray's supply chain coming from changes in social requirements. To understand the impact of upcoming sustainable requirements before they cause a risk for Kuraray, Sustainable Monitoring is an effective tool to prepare Kuraray for the future as a sustainability leader.



Connecting intellectual property to generate value

## Nobuko Aso

IP Management Center and Intellectual Property Department, Research and Development Division

**Continuing to propose new value to the world in the spirit of continuity and change**

I am supporting us take full advantage of the intellectual property that the Kuraray Group around the world has cultivated ever since its founding, including our unique knowledge and brands. To bring new value to the world that inspires confidence, I will engage in more and more IP collaboration that transcends boundaries, bringing about a "One Kuraray" that continues to evolve!



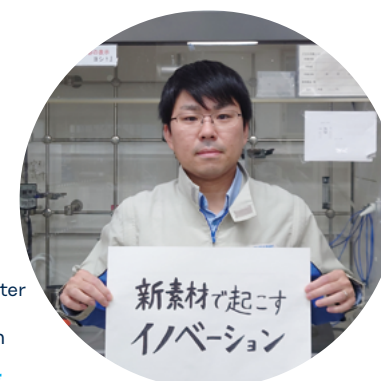
Innovation through new materials

## Yuki Tachibana

Cross Technology Research Group  
Kurashiki Research Center  
Research and Development Division

**Continually creating new businesses from a unique vantage point**

I am exploring the development of polymers that capitalize on Kuraray's unique monomers, striving to achieve new, one-of-a-kind materials. While always being attentive to Kuraray's strengths, I will continue to embrace the challenge of creating new businesses and innovation that will bear great fruit in the future.



Show the world what is possible with Kuraray



**Carmen Mundt**  
KEG Corporate Communications  
Kuraray Europe GmbH

**A truly global company that addresses their customers with one voice**

Even though Kuraray is a large globally operating company, it is in many areas still a hidden champion and customers do not know what it is possible to achieve with our products and services. In my responsibility for Corporate Communications for Kuraray in Europe I am working on connecting regions, entities and products to show the world that "Possible starts here" at Kuraray.

Offering an amazing "Kuraray experience"



**Kohei Shimoda**  
Poval Film Production and Technology Development Department  
Saijo Plant

**Delivering a high-quality "Kuraray experience" to customers as well as to the employees we work with and local communities**

I am working to develop high-quality optical-use poval film that satisfies customers. I also take part in an array of activities both inside and outside the Company, considering daily what I can do to create an even better workplace for staff. I want to go beyond product development to "develop" the workplace as well, further enhancing Kuraray's social value.

Building on 100 years of history to pursue further corporate development



**Donghai Qian**  
Elastomer Department  
Kuraray Trading (Shanghai) Co., Ltd.

**Building a robust foundation for long-term growth that focuses on ESG-led sustainable development**

I am working to expand the elastomer business in China. Sustainability is growing in importance year by year in China. When I showcase Kuraray products to customers, I boost the Company's credibility by communicating our attentiveness to the environment, society, and governance. Meanwhile, I am aiming to gain greater corporate recognition for Kuraray in China through business expansion.

Everything starts with yourself!



**Toshiyuki Iguchi**  
Plastics and Compounds Technology Development Group, Technology Development Center

**Highly motivated engineers come together, using their technical prowess to continue contributing to society**

I want to cultivate an environment where the young people who will take charge of Kuraray's future technological development can flourish and grow. To that end, I myself am active globally, striving to build a technological foundation and create engaging workplaces. I want to contribute to Kuraray's profitability by combining the strengths of young staff and veterans, forming a team of engineers who continue to passionately embrace challenges and resolve problems.

Innovative company by new combination



**Kaito Yanagida**  
BU Industrial Fibers  
Kuraray Europe GmbH

**Creating vibrant businesses by combining unique technologies and knowledge**

I am in charge of the sales and marketing of fibers and textiles for industrial materials in Europe. We are working to re-assess our long-established business from a distinctively European perspective, including a focus on sustainability, which will feed into business expansion. By combining our efforts with the specialized knowledge of other divisions, I would like to create even more unique and vibrant businesses.

Creating premium value



**Akane Senzaki**  
Corporate Communications Department  
Corporate Management Planning Office

**A company that employees, customers, and local communities around the world empathize with, trust, and choose**

With the aim of enhancing the worldwide brand value and presence of the Kuraray Group, I am spearheading global branding initiatives and activities in the lead up to the 100th anniversary. I will continue to work with a diverse team of colleagues to ensure that society recognizes Kuraray as a trustworthy company that is expected to grow sustainably. Together we will continue to raise Kuraray's premium value so that everyone who works here can take pride in being a member of the Group.

Bringing unique cultural diversity to tomorrow's innovation

### Robin Conrad

Elastomer Division  
Kuraray Europe GmbH

Creating a unique culture by transforming cultural differences and commonalities into industries' leading competitive advantages.

As the leader of Elastomer Business Marketing Team, I experience the potential that lies in diversity on a business unit scale on a regular basis. I'd like Kuraray to gain an intrinsic motivation leveraging diversity across countries and functions enabling ultimate employee engagement. While challenges are inevitable, embracing diversity as "Kuraray's unique culture" will become a real competitive advantage to create solutions of tomorrow that inspire customers and enhance our planet in its entirety.



Collaborate globally to find synergies and improve our processes.

### Jennifer Decaro

Finance Department  
Calgon Carbon Corporation

Valuing Kuraray's global diverse workforce by strengthening our global teams to promote collaboration and enhance future success

Having opportunities to connect with colleagues around the globe through diverse teams has made me realize that the Company has the opportunity to exploit key synergies and fortify our mission. Breaking down the traditional silos we have become accustomed to, through seeking opportunities outside of my knowledge base, as well as outside of my region, will help me become a more diverse, well-rounded employee that can create and expand on new ideas and improve current processes by gaining unique perspectives outside of my area.



Sharing knowledge sparks inspiration among engineers.

### Joost Cuyckens

Technical Department  
EVAL Europe N.V.

Cultivating pioneering spirit for engineers, in a safe and challenging technical environment, so they get inspired and bring innovation

We are lobbying for a global Subject Matter Expert (SME) organization with local roots. Our team of local engineers needs to collaborate globally to accelerate technical design know-how for strengthening original equipment manufacturer (OEM) support. This way, the seniors benefit from purpose and exposure, while the inspired juniors have more time to explore new technology, so their talents can flourish. The team will create innovative ideas to support the business and succession planning is assured!



Speeding up on-site decision making

### Takashi Kizawa

Osaka Accounting and Finance Dept.  
Accounting and Finance Division

Using back office DX to generate enthusiasm

Along with shareholders and management, employees also make decisions related to the day-to-day operations of the Company. I believe the role of the back office is to support the decision-making of a broad array of stakeholders. I want to harness digital transformation to empower and motivate everyone associated with the Company.



Using materials to make the world smile

### Naoto Sugai, Ph.D.

Marketing and Sales Department  
Genestar Division

Creating happiness around the world with Kuraray's materials

I am making strides in expanding the markets for Kuraray's proprietary material GENESTAR™. Through GENESTAR™, which helps resolve issues in manufacturing, Kuraray brings smiles to the faces of all involved, including the people who make products and those who use our material. In the future, I hope to expand the scope of co-creation using Kuraray materials worldwide, helping to make the world an even happier place.



Making Kuraray fans

### Kensei Suzuki

Corporate Communications Department  
Corporate Management Planning Office

Continuing to be trusted, admired, and supported by society

I am in charge of disseminating information to the public in the Corporate Communications Department, focusing on the production of this Kuraray Report. My role is to highlight the value created by the challenges that each of our employees take on, and to clearly communicate this to society. I am committed to working even harder to gather and share information to instill trust and raise expectations for Kuraray.

