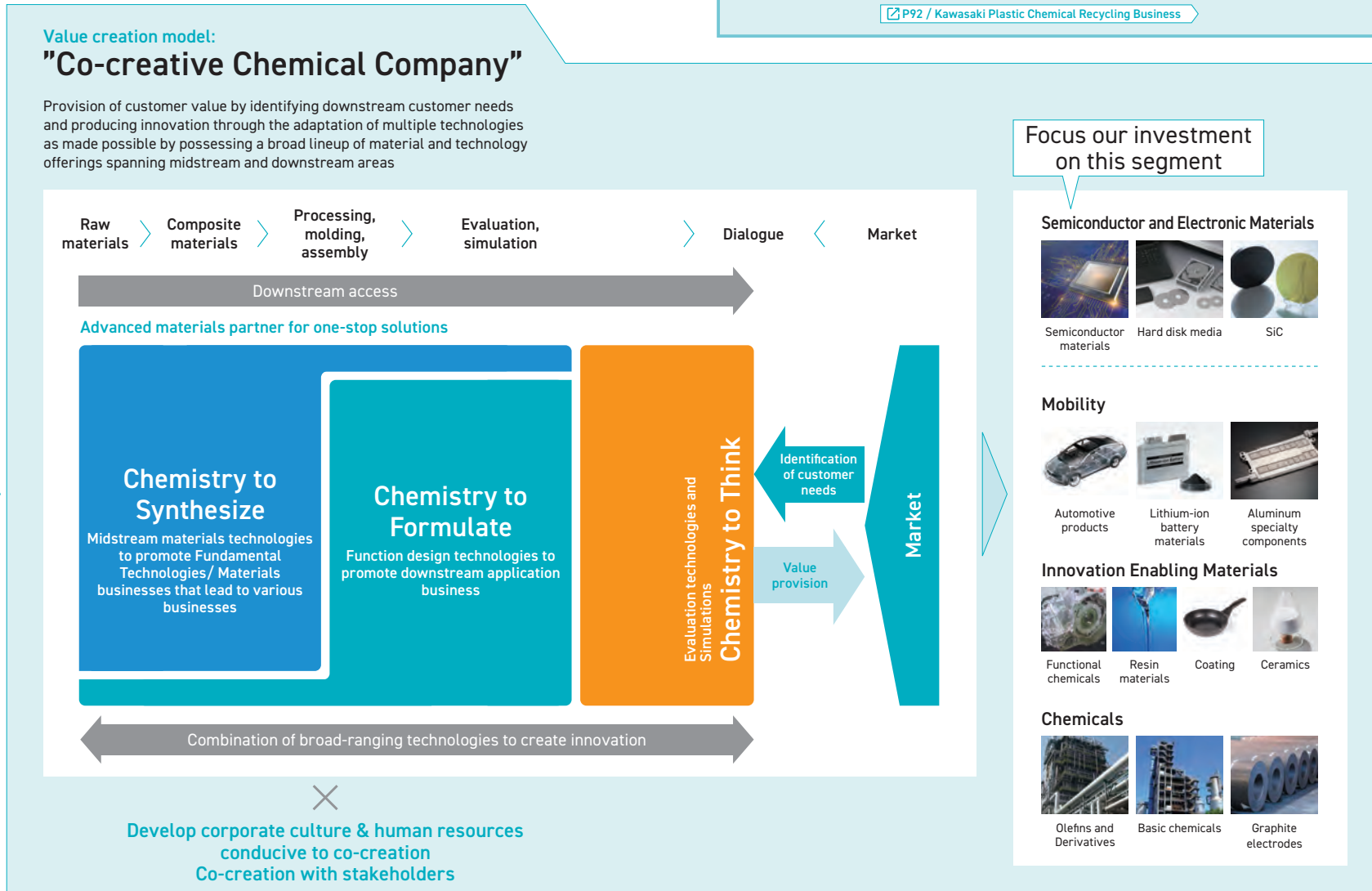


Value Creation Process

Change Society through the Power of Chemistry

Contribute to the sustainable development of global society by creating functions required of the times as an advanced material partner

Material issues	Source of value creation
Strengthen co-creativity & competitiveness and create social value through innovation and business	Material technologies, function engineering technologies, assessment technologies, and a wealth of expertise related to organic chemicals, inorganic chemicals, and aluminum Results in 2023 Number of patent filings (in Japan) 671 Number of patent filings (outside Japan) 1,602 Percentage of patents related to SDGs 29.5%
Gain credibility through responsible business management	Base of long-term customers and trusting relations built through co-creation with a range of stakeholders Results in 2023 Energy consumption (crude oil equivalent) 1,526,000 kt Environmental capital expenditures ¥11,225 million (As of March 2024)
Develop autonomous, creative, and active human resources and culture	Number of employees 23,840 (As of December 31, 2023) Total number of locations worldwide (Number of consolidated subsidiaries) 102 (As of December 2023)



Future we seek to realize through the power of chemistry

For example...

Harmony with the global environment

Plastic has made our lives richer and more convenient. While its easy-to-use nature makes it an ideal material for disposable products, most ends up in the sea. Our chemical recycling technology can break down marine plastic waste that poses a threat to the marine ecosystem to the molecular level, and convert it into recyclable resources of hydrogen and carbon dioxide gas.

[P92 / Kawasaki Plastic Chemical Recycling Business](#)

Happiness and prosperity of people

The advancement of semiconductors has enabled AI to reach a practical level, enriching our lives in many aspects including logistics, smart farming, demand forecasting, finance/insurance, office work, automated driving, shopping, and beauty. We seek to extend our effort to solutions to social issues including increased food production in response to environmental problems and food and water shortages, and the advancement of the medical field in response to the declining birthrate and aging population.

[P33 / Roundtable Conversation "Earning Power"](#)

Ideal State (long-term vision)

- World-class Functional Chemical Company**
Company that can compete on the world stage
World-class competitiveness and profitability
- Company that contributes to a sustainable global society**
Capability to create innovations and to develop new businesses
- Company that develops co-creative talent that represents Japan's manufacturing industry**
Ability to train competitive talent with co-creation values

2030 targets

TSR: Aim to rank among the chemicals industry's top **25%** over the medium to long term

Achieving Sustainability Vision

Focus our investment on this segment

- Semiconductor and Electronic Materials**
Semiconductor materials, Hard disk media, SiC
- Mobility**
Automotive products, Lithium-ion battery materials, Aluminum specialty components
- Innovation Enabling Materials**
Functional chemicals, Resin materials, Coating, Ceramics
- Chemicals**
Olefins and Derivatives, Basic chemicals, Graphite electrodes

Values

- Passionate & Results-Driven
- Agile & Flexible
- Open Minds & Open Connections
- Solid Vision & Solid Integrity

Foundation

- Safety
- Compliance