

KAYAKU Next Stage

Grand Design

Corporate vision =
Goal of corporate activities

Continuously providing society with the best products through ceaseless progress and the combined forces of our consciences

Business Vision

Continuing to provide the best products, technologies, and services that safeguard the life and health of consumers, and support a comfortable life

CSR Management

Corporate activities to realize the corporate vision



Goals to Achieve

Practice CSR management and continue to provide products and services that are needed around the world

1. Expand revenues by maximizing core businesses
2. Create new products and new businesses in core businesses and areas of synergy
3. Establish a business base that makes businesses sustainable

Numerical Targets

Net sales **210.0** billion yen
Operating income **22.5** billion
ROE **8%**

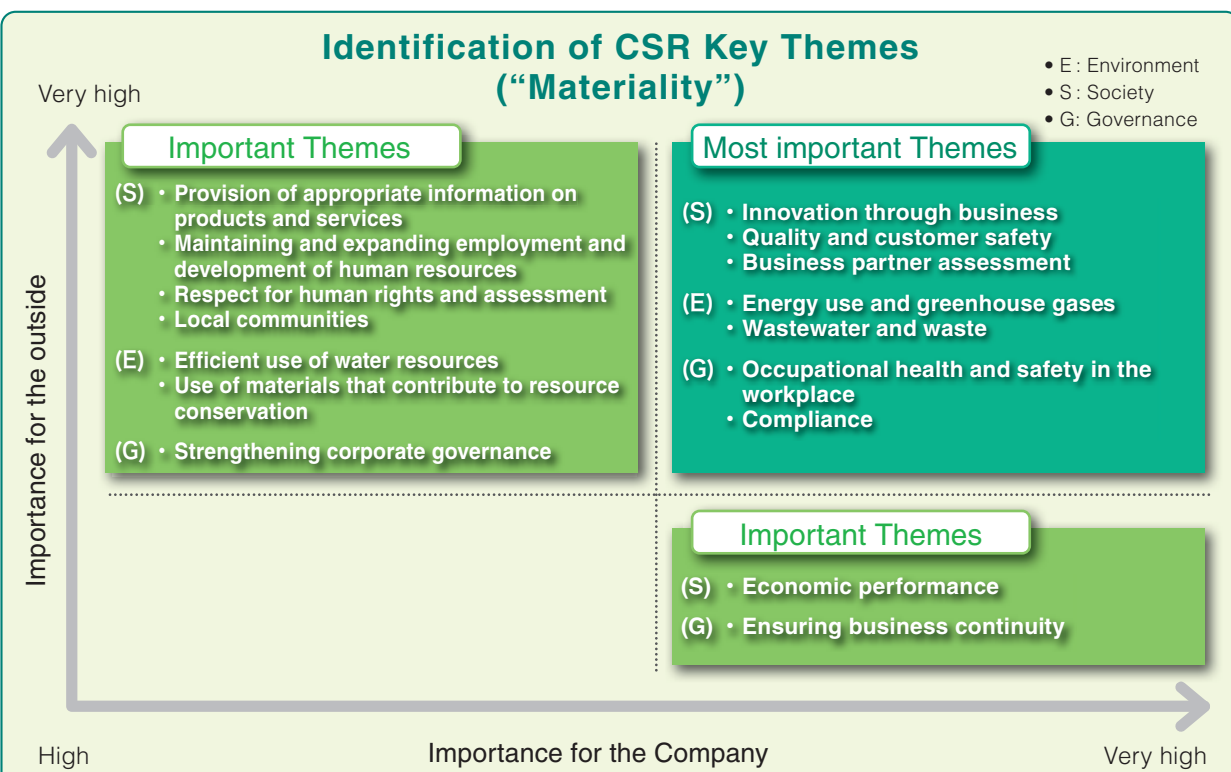
Key Themes in Mid-term Business Plan

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|---|---|
| <p>1. Establishing safety and quality management systems</p> <ul style="list-style-type: none"> • Safety operation • Quality control/Quality assurance | <p>4. Pursuing global management</p> <ul style="list-style-type: none"> • R&D, production and sales • Globalization of HRs |
| <p>2. Strengthening research and development</p> <ul style="list-style-type: none"> • Creating new products • Basic technology capabilities | <p>5. Strengthening the business through internal and external partnerships</p> <ul style="list-style-type: none"> • Alliances/M&As • Synergic products • Collaboration |
| <p>3. Creating and providing intellectual added value</p> <ul style="list-style-type: none"> • Source of competitiveness • Brand equity • New value | <p>6. Building a strong business base capable of supporting growth</p> <ul style="list-style-type: none"> • Corporate governance • Environment management • Workplace motivation • Capital costs • Information system |

Execution of Management Strategy

Execution of CSR Action Plan

Mid-term CSR Action Plan



The Mid-term CSR Action Plan has been formulated and implemented as an action plan for tackling CSR Key Themes.