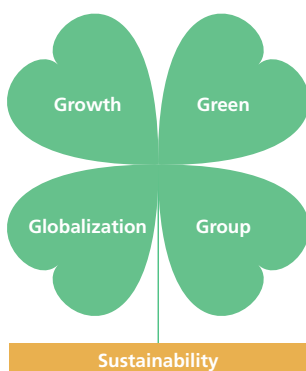


10-Year Corporate Vision

(Established in 2006)

The high-paced changes that characterize the current era make three years the limit for practical plans. With this in mind, we prepared the 10-Year Corporate Vision to clarify the type of company we want to become in the long term in the context of the large changes in business conditions that we expect.

GS-21



Our View of Business Conditions

Over the past decade, the world economy enjoyed steady growth of between 3% and 4%, supported by a stable U.S. economy and robust BRICs economies. Japan's economy, however, remained weak in the aftermath of the economic bubble. Over the next decade, the economic environment is expected to see long-term structural transformation, which will likely include the following trends:

- Rising concern over the global environment and resources and increasingly unsustainable mass-producing, high-energy-consuming economies
- Emerging geographic imbalances in the global economy, lower growth rates, and increasingly intense global competition
- Heightening in the sophistication of market needs and rapid change caused by diversifying values
- Growing risk associated with Japan's fundamental structure, including fiscal deficit, an aging society, and a declining birthrate

Against this backdrop, chemicals manufacturers will increasingly have to shift their management focus from quantity to quality.

In its 10-Year Corporate Vision, Kuraray gave an outline of its future profile and development over the long term that reflected its tradition, history, and corporate culture.

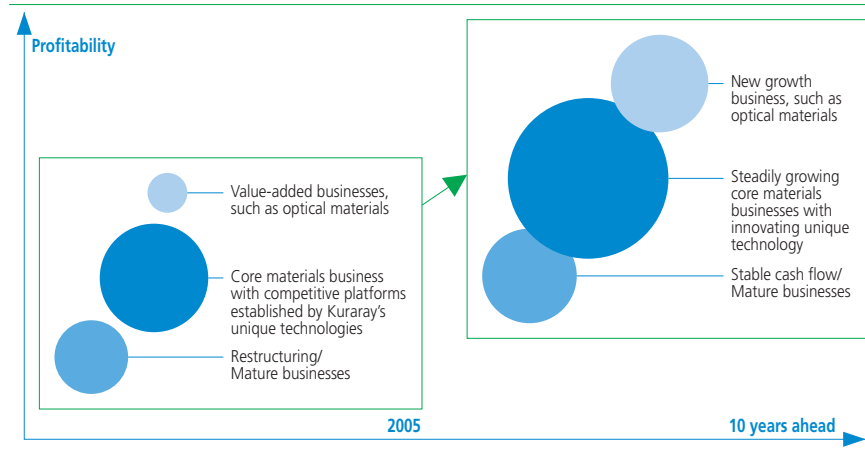
Toward Exciting Innovation and Outstanding Earnings
Recognized throughout the World,
To Make the Kuraray Group a Sustainably
Growing Diversified Specialty Chemicals Company

Contributing to the world and individual well-being through actions that others are unable to produce

Targeting net sales of ¥1 trillion in 2015

- Having established competitive platforms by capitalizing on original core technologies, core materials businesses will pursue continued steady growth through further technological innovation and global business development.
- G-21 established the foundations for such high-value-added operations as optical materials. We will focus management resources on the expansion of these operations as new highly profitable growth businesses.
- Restructuring businesses and mature businesses will gain competitive superiority and realize steady earnings.

Outlook of Business Growth



Basic Policies to Realize Vision

Kuraray is renowned for its innovation capabilities, which enable the Company to create numerous specialty chemical products and develop high-value-added applications that meet the needs of markets worldwide.

Leveraging a corporate platform steadily built up over many years, in the coming decade Kuraray will continue to reinforce core technologies that have produced the world's finest products and global competitiveness (Core Competence), create a continuous stream of highly profitable businesses by developing diverse technologies (Frontier), and strengthen global competitiveness by delivering the highest quality (Refinement). These reforms will better position Kuraray to achieve its ¥1 trillion net sales target. In the postindustrial capitalist 21st century, in which corporate value is expected to focus more on people than it did in traditional capitalism, Kuraray will redouble efforts to promote a dynamic corporate culture (Vitality) and become a high-quality corporate Group that contributes to the global environment and a sustainable society (Sustainability).

Basic Policies to Realize Visions

