



# FY 2007 Earnings Presentation

**Representative Director and President**

**Fumio Ito**

April 30, 2008

KURARAY CO., LTD.

# 1. Message from New President

Go toward a  
“company with strong social presence”

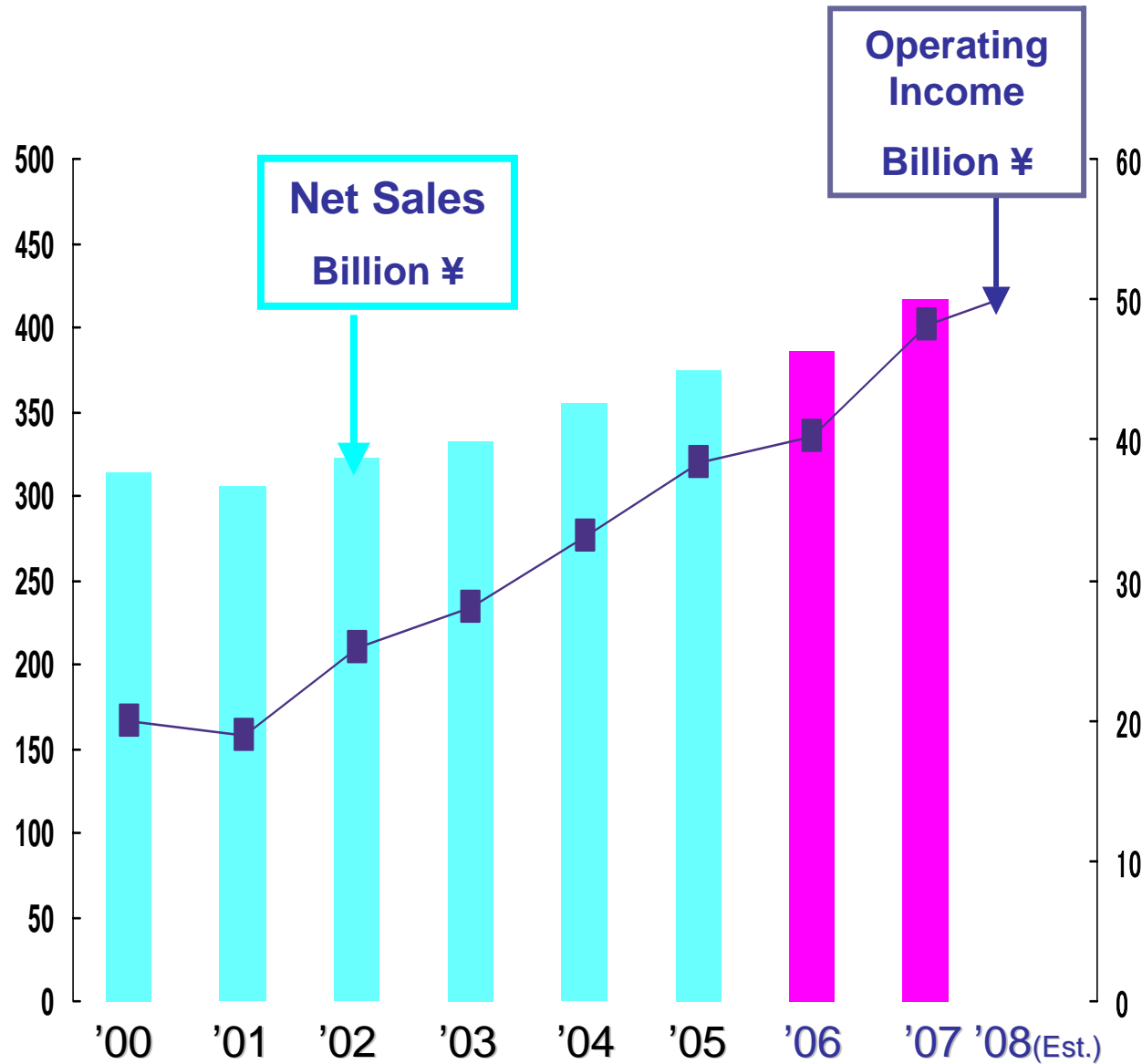
[ Our Approach ]

■ *Clean*   ■ *Fair*   ■ *Open*   ■ *Honest*

[Brief Background of President]



## 2. Summary of Financial Results



GS-21

FY	Net Sales	Operating Income
2006	385.3	40.2
<b>2007</b>	<b>417.6</b>	<b>48.1</b>
2008 (Est.)	450.0	51.0
2008 GS-21 Commitment	450.0	50.0

(Fiscal Year)

# 3. Corporate Challenges

Go toward a “company with strong social presence”

I. Further developing core businesses

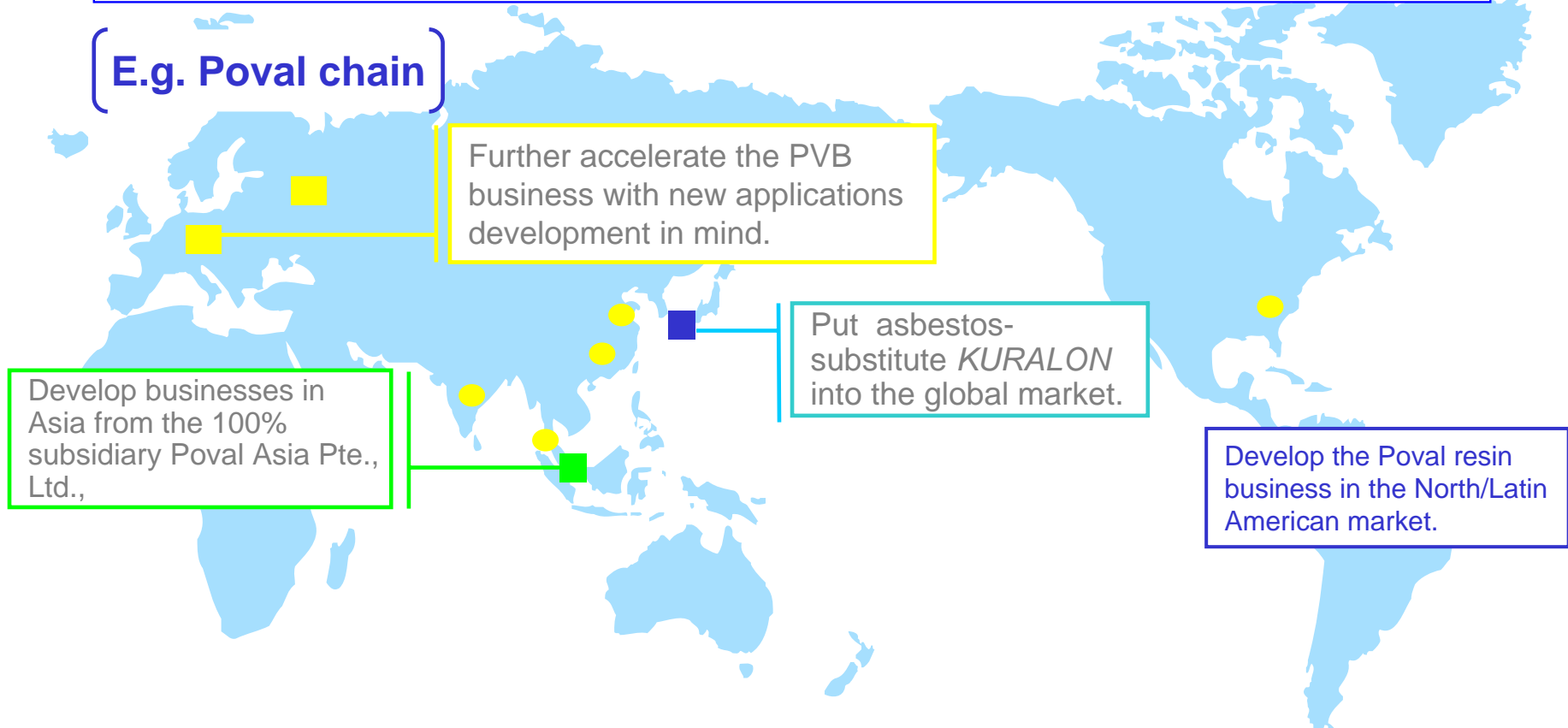
II. Creating new businesses

- Net sales ¥1 trillion
- Operating margin 15%
- ROE ⇒ Reach 10% early

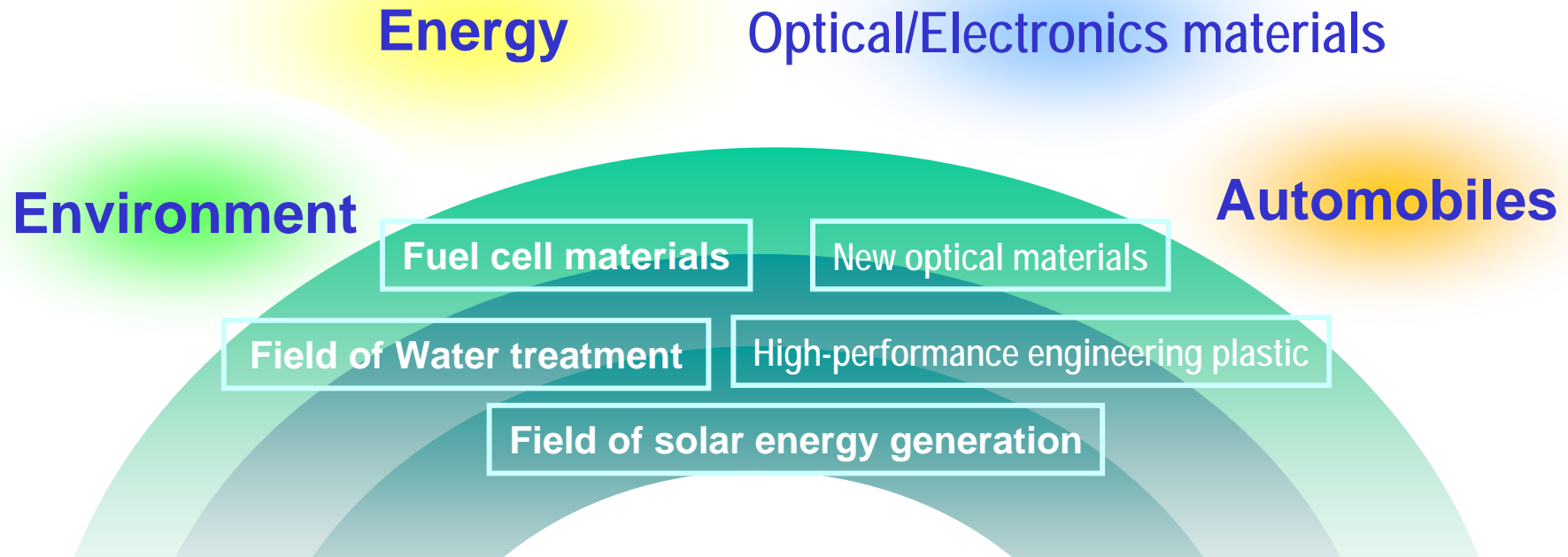


# 3-I. Further Developing Core Businesses

- Area development
  - North America, Latin America, Russia, and Asia
- Developing new applications
- M&A



## 3-II. Creating and Nurturing New Businesses



- Establish CTO, select and confine R&D themes, and concentrate corporate resources into them.
- Expand the theme exploring team and establish a New Business Development and Promotion Department for early commercialization of new materials.
- M&A and alliance

## 4. Developing and Reinforcing Corporate Governance

- ◆ '94 Started to select outside auditors
- ◆ '03 Established Management Advisory Council  
Introduced executive officers system



- ◆ '08 Select outside directors (a resolution in the shareholders' meeting required)  
Two outside experts to be proposed as candidates at the regular shareholders' meeting in June
- ◆ '08 Review directors/executive officers' positions

# kuraray

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