




“PASSION 2026” Priority Issue Targets and Fiscal 2024 Results

			Benchmarks	FY2024		FY2025	FY2026	After FY2027
				Targets	Results	Targets	Medium-Term Plan	Medium- to long-term plan
<b>Planet</b> 	GHG emissions	Scope 1, 2	2021 emissions 3,020 thousand tons-CO <sub>2</sub> e	3,020 thousand tons-CO <sub>2</sub> e or less	2,868 thousand tons-CO <sub>2</sub> e	3,020 thousand tons-CO <sub>2</sub> e or less		2035: 63% reduction compared to 2021 2050: Carbon net zero
		Scope 3 (Category 1)	2021 emissions 2,941 thousand tons-CO <sub>2</sub> e	- Identify sources accounting for two-thirds or more of Group-wide emissions - Set numerical reduction targets for 2024-2026	- Identified sources accounting for two-thirds or more of Group-wide emissions as Category 1 - Formulated Category 1 reduction goals	—		2035: 37.5% reduction compared to 2021
<b>Product</b> 	Sales ratio of products that contribute to the natural and living environments		2020 46%	57%	58%	61%	60%	—
	(Of which, Revenue ratio of natural environment contributing products)		(16%)	(25%)	(26%)	(28%)	(27%)	—
	(Of which, Revenue ratio of living environment contributing products)		(30%)	(32%)	(32%)	(33%)	(33%)	—
	Ratio of PSA-screened products to total sales		—	80%	81%	83%	—	—
<b>People</b> 	Occupational injury	A and B rank occupational injuries* <sup>1</sup>	2021 3 cases	Zero	4 cases	Zero	Zero	—
		Frequency rate of all occupational injuries* <sup>2</sup>	2021 2.89	1.8 or less	2.32	1.6 or less	1.3 or less	—
	Process safety	A, B, and C rank accidents* <sup>4</sup>	2021 3 cases	Zero	4 cases	Zero* <sup>4</sup>	Zero* <sup>4</sup>	—
		D <sub>1</sub> and D <sub>2</sub> rank accidents* <sup>3</sup>	2021 7 cases	3 cases or less	21 cases	3 cases or less	3 cases or less	—
	Diversity and inclusion	Global measures	—	- Develop personnel database and promote personnel recruitment - Promote global mobility	- Established project for database creation - Put in place short-term overseas assignment system	- Develop personnel database and promote personnel recruitment (To visualize human resource status, leverage resources efficiently) - Promote global mobility (To expand career opportunities, invigorate human resource exchanges)		—
		Ensuring diversity of core human resources* <sup>5</sup>	End September 2021: 12%	16%	18%	—	20%	2030: 25%

\*1 Evaluation ranking of occupational injuries using Kuraray’s proprietary system.  
Four ranks in order of seriousness: A > B > C > D.

\*2 Frequency rate of all occupational injuries: Number of all occupational injuries (lost time and no lost time injuries) per million working hours.

\*3 Evaluation ranking of process accidents using Kuraray’s proprietary system.  
Five ranks in order of seriousness: A > B > C > D<sub>1</sub> > D<sub>2</sub>.

\*4 From fiscal 2025, in addition to zero process accidents in ranks A, B, and C, we will work toward the Medium-Term Plan target of also achieving zero process troubles in ranks A, B, and C.

\*5 Ratio of managers in Japan who are women, foreign nationals and mid-career hires, excluding production sites