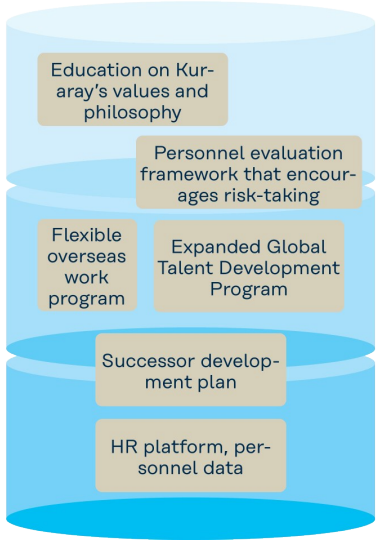


Sustainability Medium-term Plan for People

Corporate Statements	Sustainability Long-term Vision	Sustainability Promotion Structure
The Kuraray Group Code of Conduct	Sustainability Medium-term Plan 3P Model and Priority Measures	Sustainability Medium-term Plan for Planet
TOP STATEMENT	Sustainability Medium-term Plan for Product	Sustainability Medium-term Plan for People
Sustainability Long-term Vision and Sustainability Medium-term Plan	<ul style="list-style-type: none"> Occupational Safety, Process Safety Diversity and Inclusion Talent Development Social Contribution Activities Past Activities 	
Sustainability Long-term Vision	<h2>Diversity and Inclusion</h2> <p>A company where each employee in a diverse workforce works enthusiastically and tackles challenges without fear of failure, generating a succession of innovations while responding to change and continuing to grow.</p>  <div> <p>3) Challenge Culture An organizational culture where employees share common goals, respect one another, and challenge one another without fear of failure</p> <p>2) The best Job for the Person, the best Person for the Job Allocation of human resources to promote individual abilities and business growth</p> <p>1) One HR Platform Establishing a consistent HR platform across the Kuraray Group</p> </div>	
Sustainability Promotion Structure		
Sustainability Medium-term Plan 3P Model and Priority Measures		
Sustainability Medium-term Plan for Planet		
Sustainability Medium-term Plan for Product		
Sustainability Medium-term Plan for People		
Materiality of Kuraray Group		
Planet		
Product		
People		
Governance		
GRI Standards Content Index		
Kuraray Report (integrated report) / Sustainability website		
Initiatives, etc.		

The Kuraray Group has set the destination for diversity and inclusion as being “a company where each employee in a diverse workforce works enthusiastically and tackles challenges without fear of failure, generating a succession of innovations while responding to change and continuing to grow.”

To this end, for the Medium-Term Management Plan “PASSION 2026” period, we will develop a consistent human resource platform and personal data across the Group, and implement the

measures to promote human resource development and diversity based on a long-term perspective. We will seek globally to assign and promote personnel best suited to each job positions in a way that allows individuals to reach their full potential and help growing the business. We will foster an organizational culture in which each person respects diversity and tackles challenges without fear of failure.

Our focus in Japan is on promoting diversity in core human resources, defined as management layer. We will work to advance women, foreign nationals, and mid-career hires to positions of management. Our goal is to boost the ratio of such managers from 12% as of September 2021 to 25% or more by 2030.

Global measures	Target for Japan measures
<ul style="list-style-type: none"> Human resource development from a long-term perspective and promotion of global mobility HR measures to promote diversity (personnel database, personnel recruitment, etc.) 	Ensuring Diversity of Core Human Resources (Japan excluding Production sites.) Fiscal 2024 16% Fiscal 2026 20% Fiscal 2030 25%

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