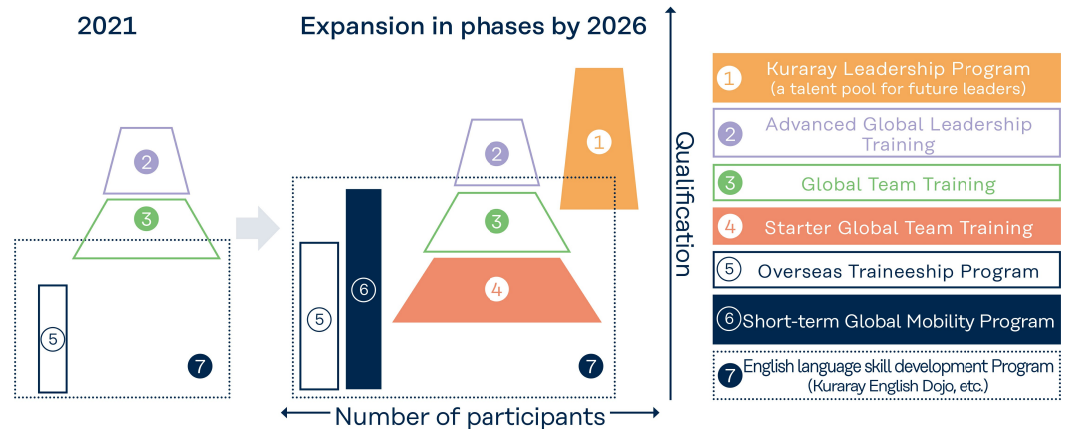


Sustainability Medium-term Plan for People

Corporate Statements	Sustainability Long-term Vision	Sustainability Promotion Structure Updated
The Kuraray Group Code of Conduct	Sustainability Medium-term Plan 3P Model	Setting New Targets for GHG Emission Reduction and Priority Measures New
Kuraray Group Human Rights Policy	Sustainability Medium-term Plan for Planet Updated	Sustainability Medium-term Plan for Product
TOP STATEMENT	Sustainability Medium-term Plan for People Updated	
Sustainability Long-term Vision and Sustainability Medium-term Plan	<ul style="list-style-type: none"> Occupational Safety, Process Safety HR Strategy Diversity and Inclusion Talent Development Social Contribution Activities Past Activities 	
Sustainability Long-term Vision	<div>Talent Development</div> <p>The Kuraray Group respects values and careers of each individual and provides opportunities to develop the skills and abilities necessary for both employees and the company to grow together. In addition to reaffirming Kuraray's "Philosophy" and enhancing opportunities to share our "Values," we will systematically expand our "Global Talent Development Program" in parallel with our "English language skill development Program" and "Short-term Global Mobility Program" to enable diverse talents to play active roles globally. We will also strengthen our business operations from a long-term perspective by developing talents capable of taking general managers equivalent positions through "Executive Candidate Development Program", and by building a talent pool.</p> <p>In addition, a new DX Talent Development Program was launched in 2023 with targets set for participation in classes according to three levels of digital literacy (Gold, Silver, and Bronze). All employees will take the Bronze class, and at least one in each department (a person who can plan and promote DX) will be trained at Gold class.</p> <p>Moreover, we provide training on Diversity and Inclusion by job level with content appropriate to the job description. In order to reflect the idea of diversity and inclusion in our organizational management, Inclusive Leadership Training was conducted for all executive members and divisional general managers, including members from overseas in 2024. In the training, participants formulate and implement their own plans for behavioral change.</p> <p>In 2025, we will broaden the scope of the training to include senior managers globally, with the</p>	
Sustainability Promotion Structure		
Sustainability Mddium-term Plan 3P Model		
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Sustainability Medium-term Plan for Product		
Sustainability Medium-term Plan for People		
Materiality of Kuraray Group		
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People		
Governance		
GRI Standards Content Index		
Kuraray Report (integrated report) / Sustainability website		
Initiatives, etc.		

aim of providing them with the awareness and methods necessary to lead their organizations. In addition, we will deliver a video which consists of interviews with diverse employees and a message from the president to all Kuraray group employees to deepen their understanding of diversity and inclusion.

Expansion of Global Talent Development Program



DX Talent Development Program



KPI, Target, and Result for Talent Development		
KPI* ¹	Target	Result in 2024
a) Global Talent Development Ratio of senior managers class taking global leadership training* ²	60% (FY2030)	45%
b) Executive Candidate Development Ratio of candidates prepared for general managers equivalent positions* ³	200% (FY2030)	130%
c) DX Talent Development Number of participants per class (Achievement rate against the target)		
Gold class	180 (FY2026)	82 (46%)
Silver class	1,200 (FY2026)	471 (39%)
Bronze class	5,700 (FY2026)	5,938 (104%)

*1. a) and b) include employees of overseas, and c) includes employees of group companies in Japan.

*2. The number of senior manager level positions is counted as 300 globally.

*3. This is calculated as the number of employees completed the Executive Candidate Development Program toward the number of General manager equivalent positions.

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