

Corporate Statements

The Kuraray Group Code of Conduct

Kuraray Group Human Rights Policy

TOP STATEMENT

Sustainability Long-term Vision and Sustainability Medium-term Plan

Materiality of Kuraray Group

Planet

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Kuraray Report (integrated report) / Sustainability website

Initiatives, etc.

People

"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
Occupational injury	A and B rank occupational injuries ^{*1}	2021 3 cases	Zero	4 cases	Zero	Zero	—
	Frequency rate of all occupational injuries ^{*2}	2021 2.89	1.8 or less	2.32	1.6 or less	1.3 or less	—
	A, B, and C rank accidents ^{*3}	2021 3 cases	Zero	4 cases	Zero ^{*4}	Zero ^{*4}	—
Process safety	D ₁ and D ₂ rank accidents ^{*3}	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 ^{*5}	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 > D₁ > D₂.

^{*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

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Talent Acquisition and Placement

Talent Development

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Sustainability Medium-term Plan for People

Talent Development

The Kuraray Group operates a training scheme in accordance with the Kuraray Group Global HR Policy. The program is designed to support acquisition of the knowledge and skills required for jobs and career-building efforts by employees themselves.

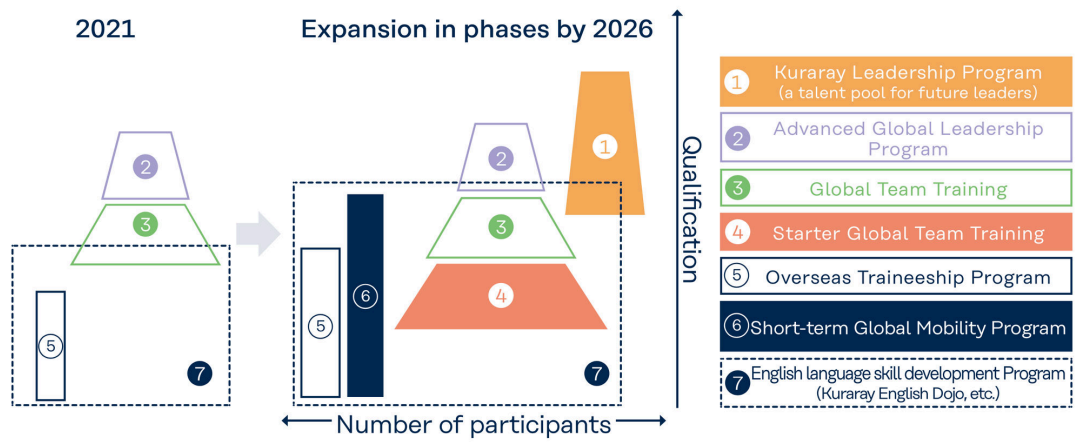
• Global Talent Development Program

The Kuraray Group has been implementing the Global Talent Development Program since 2007 with the aim of developing talents who can play active roles worldwide, and approximately 1,200 of employees have participated until 2024. The Global Team Training (GTT), which aims to develop global leadership among section managers, has been held 22 times with approximately 430 participants to date, and the network among alumni has greatly contributed to promoting communication across borders within the Kuraray Group.

Our trainee program is another successful example, where we send young employees between Japanese and overseas companies for a three-month period. More than 120 people have participated, and many of them have been engaging in achievements as global talent later, such as being assigned abroad.

In recent years, we have also launched new initiatives such as the "English language skill development program." and the "Short Term Expat Policy," and we will continue to expand programs in the future.

Expansion of Global Talent Development Program



KPI, Target, and Result for Kuraray Group's Global Talent Development Program		
KPI	Target	Result in 2024
Ratio of senior managers class taking global leadership training	60%(FY2030)	45%

*1 Includes employees of overseas.
 *2 The number of senior manager level positions is counted as 300 globally.

• Executive candidate Development

"Kuraray Leadership Program" is designed to systematically develop the executive candidates and create its talent pool, thereby contributing to medium- to long-term business operations. Participants are selected from senior managers and section managers with considering the diversity (job family, nationality, gender, etc.).

Every year, executive members, including the president, review the development plan and status of each participant, and provide programs such as "Tough assignments to new business fields," "Dialogue sessions with internal and external executives," and "External Executive management programs" for the purpose of gaining management perspective and expanding business horizons. The number of participants in this program is used as the preparation ratio for candidates of general managers.

KPI, Target, and Result for Kuraray Group's Kuraray Group's Executive candidate Development		
KPI	Target	Result in 2024
Ratio of candidates prepared for general managers equivalent positions	200%(FY2030)	130%

*1 Includes employees of overseas.
 *2 The number of prospective graduates of the Kuraray Leadership Program for the number of General managers equivalent positions.

• DX Talent Development Program

The Kuraray Group has been conducting DX Talent Development Program as a global measure since FY 2023, as we believe it is vital to cultivate a culture and environment in which all employees are constantly adapting to the digital evolution.

We have established three classes based on digital literacy—Gold, Silver, and Bronze—and developed a training curriculum corresponding to each class. Our educational framework mandates that all employees acquire at least Bronze class certification. We also train and deploy at least one person in each department to lead digital transformation and spread technological knowledge throughout the department, and eventually to all parts of the Company.

KPI, Target, and Result for DX Talent Development Program in Japan		
KPI	Target	Result in 2024
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 Includes employees of group companies in Japan

• Initiatives in Japan

In Japan, Kuraray Group plants and companies plan and implement their own talent development programs and provide their employees with finely tuned support for skill development and career-building. Training is open to regular as well as part-time and contract-based employees.

We also have an incentive system under which we furnish grants for acquisition of certain public qualifications by employees for their own self-improvement.

In 2020, we launched the talent development project Kuraray PRIDE as a mechanism to strengthen our business creation capabilities. The project includes workshops to think about new business creation, training exchanges with other companies, and classes in which employees introduce Group divisions, various lectures by outside speakers, and among other content. Some lectures are filmed and translated into English for sharing with the entire Group.

• Kuraray Company-wide Training System

Hierarchical training	New employee/young employee training <ul style="list-style-type: none"> • New hire training for Location-Specific Track/ General Career Track employees • Basic production training for General Career Track employees (Year 1, 2, and 5) • Year 2 follow-up training for career-track employees
	New employee/young employee follow-up system <ul style="list-style-type: none"> • New Adviser system • Mentor system
	Training for promoted personnel
Selective training	Executive candidate Development
	Global talent development program
	Production field leader training (Basic) Production field leader training (Specialist) Production field master training
	DX Talent (Gold Class) Development Project
Business skill/Mindset training	"Kuraray PRIDE" to strengthen business creation capability <ul style="list-style-type: none"> • Classes to learn about Kuraray's history and its products • Classes to put business creation into practice • Classes on marketing • Joint training with other companies • Philosophy promotion activities
	Interpersonal communication skills training
	Assessor training

	Education on digital transformation skills
	Education on compliance
	Education on labor management
	Education on intellectual property
	Program per job type

Self-selective training	Autonomous Learning Program for Achieving Career Development (ALPACA) <ul style="list-style-type: none"> • Capability assessment • Attending outside business schools • Online courses
	Language training programs
	Education by correspondence, e-Learning
	MBA scholarship programs

Career support training	Training for career design by self Implemented at four levels as New graduate, Early Middle, Middle, Senior
	Career advisor system

• Mechanism to Support Autonomous Career Development

At Kuraray, we have introduced a "Self-Directed Career Development Support System" aimed at fostering an organization where each employee actively engages in building their career and works with vitality.

As part of this initiative, we conduct "Career Design Training" for employees in Job/Location-Specific Track, General Career Track, and managerial positions across four levels: new graduate, Early Middle, Middle, and Senior.

From the start of the program in 2015 until 2024 (with training for Job/Location-Specific Track beginning in 2023), approximately 2,000 employees have participated in the training.

Certified career advisors conduct interviews with participants and their supervisors (optional for Job/Location-Specific Track, mandatory for General Career Track and managerial positions) to support the promotion of self-directed career development.

• Time Spent on Competence Development

The table below shows the average time per person for the Talent Development Program that is implemented (Kuraray Co., Ltd., unconsolidated).

	2021	2022	2023	2024
1) Total hours employees spent in competence development	51,366	71,601	88,139	89,016
• Hierarchical Training	34,421	67,302	46,487	45,772
• Selective Training	5,901	15,252	18,673	18,550
• Global Talent Development Program	1,968	3,721	11,375	12,996

• Business skill / Mindset Training	3,144	3,128	1,616	1,776
• Self-selective Training	2,884	3,190	1,668	2,034
• Career Support Training	3,048	5,632	8,320	7,888
2) Average hours spent per employee	12.2	16.8	19.9	19.5
Numbers of Employees	4,212	4,251	4,427	4,569