



"PASSION 2026" Priority Issue Targets and Fiscal 2023 Results

		Benchmarks	FY2023		FY2024	FY2026	
			Target	Results	Targets	Medium-Term Plan	
People	Occupational injury	A and B rank occupational injuries*1	2021 3 cases	0	7 cases	Zero	Zero
		Frequency rate of all occupational injuries*2	2021 2.89	1.9 or less	3.17	1.8 or less	1.3 or less
	Process safety	A, B, and C rank accidents*3	2021 3 cases	0	7 cases	Zero	Zero
		D1 and D2 rank accidents*3	2021 7 cases	3 cases or less	9 cases	3 cases or less	3 cases or less
	Diversity and inclusion	Global measures	—	—	—	- 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*4	End September 2021: 12%	14%	16%	16%	20%

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