





## Establishment of a new roadmap to reduce GHG emissions

		Benchmarks	Medium- to Long-Term Targets
 Planet	GHG emissions	Scope 1 + 2	2021 emissions 3,020 thousand tons-CO <sub>2</sub> e - 2035: 63% reduction compared to 2021 - 2050: Carbon Net Zero
		Scope 3 (Category1)	2021 emissions 2,941 thousand tons-CO <sub>2</sub> e - 2035: 37.5% reduction compared to 2021

## “PASSION 2026” Priority Issue Targets and Fiscal 2023 Results

		Benchmarks	FY2023		FY2024	FY2026	
			Targets	Results	Targets	Medium-Term Plan	
 Planet	GHG emissions	Scope 1 + 2	2019 emissions 3,230 thousand tons-CO <sub>2</sub> e	3,230 thousand tons-CO <sub>2</sub> e or less	2,700 thousand tons-CO <sub>2</sub> e	3,230 thousand tons-CO <sub>2</sub> e or less	
		Scope 3	—	- Identify sources accounting for two-thirds or more of Group-wide emissions - Set numerical reduction targets for 2024-2026	- Under way to identify sources accounting for two-thirds or more of Group-wide emissions	- Identify sources accounting for two-thirds or more of Group-wide emissions - Set emission reduction targets	—
 Product	Revenue ratio of products that contribute to the natural and living environments		2020: 46%	—	56%	60%	
	(Of which, Revenue ratio of natural environment contributing products)		(16%)	—	(24%)	(27%)	
	(Of which, Revenue ratio of living environment contributing products)		(30%)	—	(32%)	(33%)	
	Ratio of PSA-screened products to total sales		—	70%	80%	80%	—
 People	Occupational injury	A and B rank occupational injuries*1	2021: 3 cases	Zero	7 cases	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	Zero	7 cases	Zero	Zero
		D <sub>1</sub> and D <sub>2</sub> 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 > D<sub>1</sub> > D<sub>2</sub>.

\*4 Ratio of managers in Japan who are women, foreign nationals and mid-career hires, excluding production sites