


“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
<div>People</div> <div></div>	Occupational injury	A and B rank occupational injuries* <sup>1</sup>	2021 3 cases	Zero	4 cases	Zero	Zero	—
		Frequency rate of all occupational injuries* <sup>2</sup>	2021 2.89	1.8 or less	2.32	1.6 or less	1.3 or less	—
	Process safety	A, B, and C rank accidents* <sup>4</sup>	2021 3 cases	Zero	4 cases	Zero* <sup>4</sup>	Zero* <sup>4</sup>	—
		D <sub>1</sub> and D <sub>2</sub> rank accidents* <sup>3</sup>	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* <sup>5</sup>	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 incidents in ranks A, B, and C.

\*5 Ratio of managers in Japan who are women, foreign nationals and mid-career hires, excluding production sites