"PASSION 2026" Priority Issue Targets and Fiscal 2023 Results

			Benchmarks	FY2023 Target	FY2023 Results	FY2024 Targets	FY2026 Medium-Term Plan
Planet	GHG emissions	Scope 1 + 2	2019 emissions 3,230 thousand tons-CO_2e	3,230 thousand tons-CO_2e or less	2,700 thousand tons-CO_2e	No increase in emissions compared to FY2019	
		Scope 3	2019 emissions 946 thousand tons-CO_2e (Japan)	- 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	Sales ratio of products that contribute to the natural and living environments		46%	—	56%	57%	60%
	Products that contribute to the natural environment ratio		16%	—	24%	25%	27%
	Products that contribute to the living environment ratio		30%	—	32%	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	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
		D_1 and D_2 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_1 > D_2.
[4] Ratio of managers in Japan who are women, foreign nationals and mid-career hires, excluding production sites