

	Area / Material Issues	Goals	FY2020 Performance
Company's foundation	Governance Strengthening governance	<ul style="list-style-type: none"> Ensure effective governance and improve internal control under Corporate Governance Guidelines. 	<ul style="list-style-type: none"> Reviewed the Basic Policy on Internal Control and the effectiveness of the Board of Directors. Re-informed group companies about the Basic Policy on Internal Control.
	Risk Management Improving the Business Continuity Plan (BCP)	<ul style="list-style-type: none"> Establish a risk management framework to minimize unexpected damage. 	<ul style="list-style-type: none"> Restructured the system and revised the risk classification table accordingly. Completed revision of the BCP assuming storm and flood damage. Informed group companies about the BCP revision.
	Information Security Stepping up information security measures	<ul style="list-style-type: none"> Eliminate cybersecurity incidents. Properly disclose information and promptly restore systems when incidents happen. 	<ul style="list-style-type: none"> Information security incidents: Zero Conducted cybersecurity training in the Kureha network. Enhanced assessment of information security by making threats and optimal control measures visual for each information asset.
	Compliance Ensuring Compliance	<ul style="list-style-type: none"> Make employees proud of Kureha and live up to society's expectations. Promptly identify and resolve legal and ethical problems. 	<ul style="list-style-type: none"> Shared results of the previous year's compliance awareness survey within the company. Added respect for human rights to the Kureha Group Ethics Charter and explained the purpose of the revision to the company. Conducted various types of compliance training at group companies.
Society	Investors Disclosing information and holding dialogues in a timely and appropriate fashion	<ul style="list-style-type: none"> Be a company needed by society and earn widespread public understanding and trust. 	<ul style="list-style-type: none"> Had discussions with 143 companies in online meetings. Engaged in dialogue with investors according to their fields of interest.
	Customers Improving customer support	<ul style="list-style-type: none"> Continually improve our customer service process to increase customer satisfaction. 	<ul style="list-style-type: none"> Made all initial responses to customer questions on the same day they were received. Completed all investigative reports for customer questions in two weeks. Conducted investigations and took measures to address product complaints.
	Employees Promoting respect for human rights	<ul style="list-style-type: none"> Respect human rights throughout the Group under the Kureha Group Ethical Charter. 	<ul style="list-style-type: none"> Provided compliance training for all new employees and all new managers. Conducted e-learning classes about harassment for employees and line managers.
	Developing human resources	<ul style="list-style-type: none"> Be motivated for challenges. 	<ul style="list-style-type: none"> Conducted rank-based education, global human resource development, and held thesis review meetings. Conducted PST for engineering personnel, provided support for acquiring Ph.Ds., and held career conversations. Conducted women's empowerment seminars and senior seminars.
	Achieving a good work-life balance	<ul style="list-style-type: none"> Work with a healthy work-life balance. 	<ul style="list-style-type: none"> Revised some of the requirements for accumulated annual paid leave. Established a new leave system for spouses of expatriate employees. Launched a system for efficiently tracking overtime and paid leave. Responded to the novel coronavirus pandemic.
	Maintaining mental and physical health	<ul style="list-style-type: none"> Stay healthy and bring good energy to the workplace. 	<ul style="list-style-type: none"> Conducted mental health e-learning classes for employees and line managers. Encouraged participation in walking events sponsored by the Health Insurance Society.
	Local Communities Enhancing dialogue with local communities	<ul style="list-style-type: none"> Earn the local community's trust (factories). 	<p>Communication</p> <ul style="list-style-type: none"> Held CSR regional dialogue meetings via paper. Engaged in CSR dialogue and advanced cooperation with local communities. (Some canceled due to the pandemic) <p>Culture and sports exchange</p> <ul style="list-style-type: none"> Most events canceled to prevent the spread of COVID-19 <p>Development of the next generation of personnel</p> <ul style="list-style-type: none"> General tours canceled to prevent the spread of COVID-19. For internships, conducted brief tours and, as much as possible, used online tools. <p>Environmental preservation, etc.</p> <ul style="list-style-type: none"> Conducted community cleanup activities. (Some events canceled due to rain)
Responsible Care / Environment	Overall RC Management Conducting RC activities	<ul style="list-style-type: none"> Promote continuous improvement. 	<ul style="list-style-type: none"> Obtained ISO 45001 certification (March 8, 2021). Improved occupational safety and health in each department using management systems. Improved RC activities by sharing information among group companies at the Kureha Group RC Council meetings.
	Environmental Protection Taking global warming measures	<ul style="list-style-type: none"> Curb greenhouse gas emissions and rationalize energy consumption. 	<ul style="list-style-type: none"> Energy consumption per unit of production: up 4.2% YoY Improved equipment and conducted various energy-saving activities.
	Preventing air pollution	<ul style="list-style-type: none"> Monitor and reduce air pollutants. 	<ul style="list-style-type: none"> Odor complaints: 1, noise complaints: 1
	Preventing water pollution	<ul style="list-style-type: none"> Monitor and reduce water pollutants. Maintain stability in wastewater equipment operation. 	<ul style="list-style-type: none"> Facility problems: 1 – approximately 500 m³ of wastewater exceeding the pH standard spilled into a river.
	Appropriate management and reducing the amount of waste	<ul style="list-style-type: none"> Reduce waste and promote recycling. Follow waste laws and standards. 	<ul style="list-style-type: none"> Curbed unplanned waste generation. Continued proper management efforts when outsourcing waste processing. Verified waste processors' management performance.
	Safety and Disaster Prevention Practicing safety and disaster prevention	<ul style="list-style-type: none"> Eliminate facility accidents. 	<ul style="list-style-type: none"> Equipment accidents: 3, near misses: 24 (mostly vehicle collisions and chemical leaks) Conducted multiple emergency training sessions and security lectures. Conducted various accident prevention activities.
	Occupational Safety and Health Promoting occupational safety and health, and eliminating personal injury accidents	<ul style="list-style-type: none"> Eliminate personal injury accidents. 	<ul style="list-style-type: none"> Lost-time accidents: 4, non-lost-time accidents: 11 (including group companies in Iwaki Factory) Conducted workshops for managers. Implemented thorough on-site checks and confirmed correction policies during factory manager patrols. Informed the people concerned about unified priority items to prevent accidents during periodic maintenance at safety meetings.
Product Safety and Quality Assurance Improving quality Reducing quality complaints	<ul style="list-style-type: none"> Continue to provide high-quality (Kureha quality) products that customers value. 	<ul style="list-style-type: none"> Promoted improvement activities through collaboration between departments. Conducted surveys and improvement of outsourcing management throughout the Group. Completed Green Procurement surveys and safety reviews, and implemented measures against quality risks. 	