

	Area / Material Issues	Goals	FY2021 Performance and Outcomes
The Company's Foundation	<b>Governance</b> Strengthening governance	<ul style="list-style-type: none"> <li>Ensure effective governance and improve internal control under Corporate Governance Guidelines.</li> </ul>	<ul style="list-style-type: none"> <li>Reviewed the Basic Policy on Internal Control and the effectiveness of the Board of Directors, and disclosed review results in the Corporate Governance Report and Business Report.</li> <li>Re-informed group companies about the Basic Policy on Internal Control.</li> </ul>
	<b>Risk Management</b> Improving the Business Continuity Plan (BCP)	<ul style="list-style-type: none"> <li>Establish a risk management framework to minimize unexpected damage.</li> </ul>	<ul style="list-style-type: none"> <li>Revised the risk classification table and formulated and implemented measures to respond to major risks</li> <li>Completed preparation of "Guidelines for Control of New Infectious Diseases" and "Manual for COVID-19 Control" and published them on the portal site</li> </ul>
	<b>Information Security</b> Stepping up information security measures	<ul style="list-style-type: none"> <li>Eliminate cybersecurity incidents.</li> <li>Properly disclose information and promptly restore systems when incidents happen.</li> </ul>	<ul style="list-style-type: none"> <li>Information security incidents: Zero</li> <li>Conducted information security risk assessments at 22 divisions and three Group companies to ensure full compliance with critical measures. This periodic risk assessment has helped us to better understand the information security threats that could occur at Kureha and measures to control them.</li> <li>Tested information security measures for factories and laboratories in model departments, and raised their effectiveness to a high degree based on the test results.</li> </ul>
	<b>Compliance</b> Ensuring Compliance	<ul style="list-style-type: none"> <li>Make all management and employees proud of Kureha and live up to society's expectations.</li> <li>Promptly identify and resolve legal and ethical problems.</li> </ul>	<ul style="list-style-type: none"> <li>Raised awareness of compliance by implementing e-learning for all employees.</li> <li>Conducted various types of compliance training at group companies.</li> </ul>
Society	<b>Investors</b> Disclosing information and holding dialogues in a timely and appropriate fashion	<ul style="list-style-type: none"> <li>Be a company needed by society and earn widespread public understanding and trust.</li> </ul>	<ul style="list-style-type: none"> <li>Through the use of online meetings and conferences hosted by securities companies, interviews were held with a total of 229 companies (160% of the previous year) and 337 individuals. As a result, we were able to provide a wide range of investors with information on our business strategy and other aspects of improving our corporate value over the medium to long term. Moreover, increased opportunities to hear information and requests from investors have enhanced the content of reports to management.</li> <li>Attained a thorough understanding of the ESG information desired by investors, such as governance practices, by participating in meetings with institutional investors' voting departments and voting advisory companies.</li> </ul>
	<b>Customers</b> Improving customer support	<ul style="list-style-type: none"> <li>Continually improve our customer service process to increase customer satisfaction.</li> </ul>	<ul style="list-style-type: none"> <li>Made all initial responses to customer questions on the same day they were received.</li> <li>Completed all investigative reports for customer questions in two weeks.</li> <li>Clarified areas for further improvement through the process of investigating and dealing with the causes of complaints about our household products.</li> </ul>
	<b>Employees</b> Promoting respect for human rights	<ul style="list-style-type: none"> <li>Respect human rights throughout the Group under the Kureha Group Ethical Charter.</li> </ul>	<ul style="list-style-type: none"> <li>Provided compliance training for all new employees and promoted understanding of our compliance system and respect for human rights.</li> <li>Provided compliance training for all new line managers and improved understanding of matters of importance to managers in the workplace.</li> </ul>
	Developing human resources	<ul style="list-style-type: none"> <li>Be motivated for challenges.</li> </ul>	<p><b>Career Interview</b></p> <ul style="list-style-type: none"> <li>Organized support for autonomous career development for employees and established a system to support medium to long term career development.</li> <li>Expanded the scope of career interviews to include clerical personnel, and implemented training to create and foster career consciousness among young employees and support their career development.</li> </ul> <p><b>Educational Support</b></p> <ul style="list-style-type: none"> <li>Conducted rank-based education, global human resource development, and held thesis review meetings, and provided opportunities for employees to acquire the skills needed to perform their duties.</li> <li>Conducted PST for engineering personnel, provided support for acquiring Ph.Ds., and held career conversations to support employee learning and career development.</li> <li>Expanded application-based training and seminars, and expanded and developed support programs for acquiring qualifications to support employees' learning.</li> <li>Provided training for female managers and candidates for female managers, and provided learning opportunities for diverse human capital.</li> <li>Conducted a seminar for senior employees to deepen their understanding of their roles and company expectations for them until their retirement at 65.</li> </ul>
	Achieving a good work-life balance	<ul style="list-style-type: none"> <li>Work with a healthy work-life balance.</li> </ul>	<p><b>Workstyle</b></p> <ul style="list-style-type: none"> <li>Conducted meetings to exchange opinions about workstyle reforms at each business site to deepen understanding of workstyle reforms and form a basis for creating measures to improve work comfort and job satisfaction.</li> </ul> <p><b>COVID-19</b></p> <ul style="list-style-type: none"> <li>In response to COVID-19, we took appropriate measures in accordance with government guidelines, including thorough implementation of basic infection control measures and a revision of work schedules through the utilization of flextime and telecommuting.</li> </ul> <p><b>Welfare Program</b></p> <ul style="list-style-type: none"> <li>A cafeteria plan menu review committee was formed by labor and management to expand the menu related to health promotion and self-development, with the aim of improving the use of employee benefit programs.</li> </ul>
	Maintaining mental and physical health	<ul style="list-style-type: none"> <li>Stay healthy and bring good energy to the workplace.</li> </ul>	<p><b>Health Promotion</b></p> <ul style="list-style-type: none"> <li>Recognized under the 2022 Certified Health &amp; Productivity Management Outstanding Organizations Recognition Program.</li> <li>Recognized under the "Sport Yell Company 2022" and "2021 Tokyo Sports Promotion Company."</li> <li>Encouraged participation in walking events sponsored by the Japan Health Insurance Association and actively promoted efforts to prevent lifestyle-related diseases and promote health.</li> </ul> <p><b>Mental Health</b></p> <ul style="list-style-type: none"> <li>Conducted mental health e-learning classes for employees and line managers. Revitalized communication in the workplace by learning practical dialogue skills.</li> </ul>
	<b>Local Communities</b> Enhancing dialogue with local communities	<ul style="list-style-type: none"> <li>Earn the local community's trust (factories).</li> </ul>	<p><b>Communication</b></p> <ul style="list-style-type: none"> <li>Held CSR regional dialogue meetings via paper, maintaining our relationships and collaboration.</li> <li>Engaged in CSR dialogue and advanced cooperation with local communities. (Some canceled due to the pandemic)</li> </ul> <p><b>Culture and sports exchange</b></p> <ul style="list-style-type: none"> <li>Most events canceled to prevent the spread of COVID-19</li> </ul> <p><b>Development of the next generation of personnel</b></p> <ul style="list-style-type: none"> <li>General tours canceled to prevent the spread of COVID-19.</li> <li>For internships, conducted brief tours and, as much as possible, used online tools.</li> </ul> <p><b>Environmental preservation, etc.</b></p> <ul style="list-style-type: none"> <li>Conducted community cleanup activities.</li> </ul>
Responsible Care / Environment	<b>Overall RC Management</b> Conducting RC activities	<ul style="list-style-type: none"> <li>Promote continuous improvement.</li> </ul>	<ul style="list-style-type: none"> <li>Improved occupational safety and health in each department using management systems.</li> <li>Improved RC activities (held twice) by sharing information among group companies at the Kureha Group RC Council meetings.</li> </ul>
	<b>Environmental Protection</b> Taking global warming measures	<ul style="list-style-type: none"> <li>Curb greenhouse gas emissions and rationalize energy consumption.</li> </ul>	<ul style="list-style-type: none"> <li>Energy consumption per unit of production: down 5.5% YoY.</li> <li>Improved equipment and conducted various energy-saving activities.</li> </ul>
	Preventing air pollution	<ul style="list-style-type: none"> <li>Monitor and reduce air pollutants.</li> </ul>	<ul style="list-style-type: none"> <li>Odor complaints: Zero, noise complaints: 1</li> </ul>
	Preventing water pollution	<ul style="list-style-type: none"> <li>Monitor and reduce water pollutants.</li> <li>Maintain stability in wastewater equipment operation.</li> </ul>	<ul style="list-style-type: none"> <li>Maintenance and stable operation of the wastewater treatment equipment ensured compliance with control standard values throughout the year.</li> </ul>
	Appropriate management and reducing the amount of waste	<ul style="list-style-type: none"> <li>Reduce waste and promote recycling.</li> <li>Follow waste laws and standards.</li> </ul>	<ul style="list-style-type: none"> <li>Curbed unplanned waste generation.</li> <li>Continued proper management efforts when outsourcing waste processing.</li> <li>Verified waste processors' management performance. (due to the COVID-19 pandemic, subcontractors outside the city confirmed their management status by written correspondence.)</li> </ul>
	<b>Safety and Disaster Prevention</b> Practicing safety and disaster prevention	<ul style="list-style-type: none"> <li>Eliminate facility accidents.</li> </ul>	<ul style="list-style-type: none"> <li>Serious equipment accidents: 1, near misses: 26 (mostly vehicle collisions and chemical leaks)</li> <li>Conducted multiple emergency training sessions and security lectures.</li> <li>Conducted various accident prevention activities.</li> </ul>
	<b>Occupational Safety and Health</b> Promoting occupational safety and health, and eliminating personal injury accidents	<ul style="list-style-type: none"> <li>Eliminate personal injury accidents.</li> </ul>	<ul style="list-style-type: none"> <li>Lost-time accidents: 5, non-lost-time accidents: 13 (including group companies in Iwaki Factory)</li> <li>Conducted workshops for managers.</li> <li>Implemented thorough on-site checks and confirmed correction policies during factory manager patrols(22 times in total at two sites).</li> <li>Disseminated information on priority items for scheduled maintenance at scheduled maintenance and safety meetings.</li> <li>Began safety training for supervisors of partner companies.</li> </ul>
<b>Product Safety and Quality Assurance</b> Improving quality Reducing quality complaints	<ul style="list-style-type: none"> <li>Continue to provide high-quality (Kureha quality) products that customers value.</li> </ul>	<ul style="list-style-type: none"> <li>Implemented cross-department collaboration centered on measures against foreign material contamination. Evaluation was conducted by an external organization and the desired annual target was achieved.</li> <li>Promoted sharing of quality information, strengthened remote monitoring, and implemented improvement activities.</li> <li>Disseminated revisions to the Green Procurement Guidelines, conducted related surveys, enhanced safety screenings, and collected and responded to information on the revisions to the law.</li> </ul>	