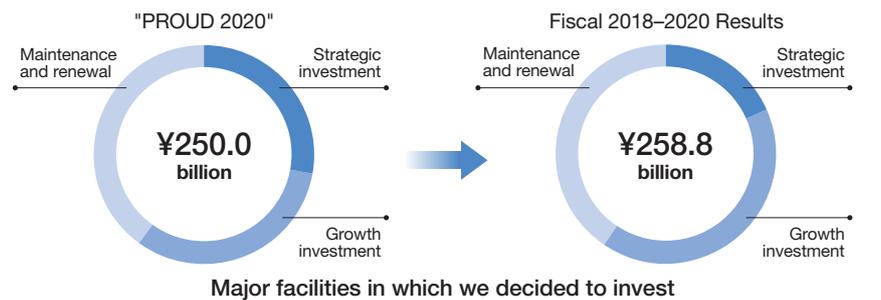


# Review of the Previous Medium-Term Management Plan, "PROUD 2020"

## Four Management Strategies and Progress on the Major Management Issues

<b>Pursue competitive superiority</b>	<p><b>Conducting continuous capital expenditures for growth in core and new businesses</b></p> <ul style="list-style-type: none"> <li>▶ Contributed to profit growth through capital expenditures in optical-use PVA film, water-soluble PVA film, and ionoplast interlayers SentryGlas™</li> </ul>
<b>Expand new business fields</b>	<p><b>Isoprene: Expanding business through the Thai projects</b></p> <ul style="list-style-type: none"> <li>▶ Scheduled to start operation in the second half of 2022 despite a slight delay due to COVID-19</li> <li>▶ Established a global sales system for GENESTAR™ (12 bases in nine countries)</li> </ul>
<b>Enhance comprehensive strength of the Kuraray Group</b>	<p><b>Carbon Materials Business: Swiftly achieving synergy via the acquisition of Calgon Carbon Corporation</b></p> <ul style="list-style-type: none"> <li>▶ Generated synergies in sales and costs and decided to introduce new facilities in Europe and the United States for further business expansion</li> </ul>
<b>Contribute to the environment</b>	<p><b>Building a global management foundation</b></p> <ul style="list-style-type: none"> <li>▶ Built and operated a global IT system as part of strengthening governance</li> </ul> <p><b>Contribution to the environment</b></p> <ul style="list-style-type: none"> <li>▶ Contributed to the natural environment: Activated carbon</li> <li>▶ Contributed to improving quality of life (QOL): EVAL™ and PLANTIC™ (Bio-based gas barrier material)</li> </ul>

## Capital Expenditure Results      M&A Results

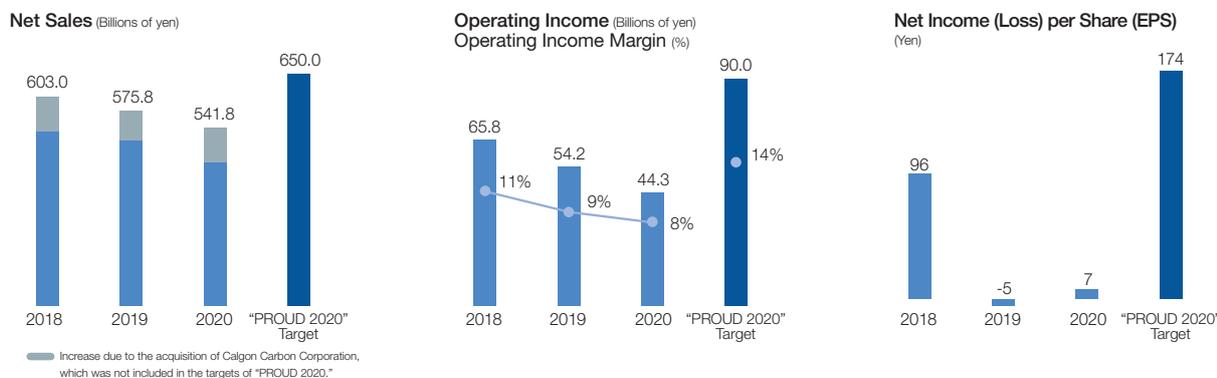


Acquired Calgon Carbon Corporation, the world's largest activated carbon manufacturer, in March 2018  
 Acquisition price: US\$1,093 million

- Isoprene: Plant in Thailand   ● Water-soluble PVA film: Plant in the United States and Europe
- Optical-use PVA film: Expansion of facilities   ● Calgon Carbon Corporation: Plant in the United States and Europe
- High-efficiency power equipment: Okayama Plant

## Review of Business Performance

Net sales and operating income fell short of targets due to delays in new products and sales expansion in emerging countries in many businesses, the impact of the fire at the EVAL™ plant in the United States, and the economic downturn caused by the spread of COVID-19.



**Basic Policy on Shareholder Return: Total payout ratio: 35% or higher; annual dividends per share: ¥40 or higher**

<b>Fiscal 2020</b>	Annual dividends per share: ¥40 (interim: ¥21, year-end: ¥19)
<b>Fiscal 2019</b>	Annual dividends per share: ¥42 (interim: ¥20, year-end: ¥22)
<b>Fiscal 2018</b>	Annual dividends per share: ¥42 (interim: ¥20, year-end: ¥22)