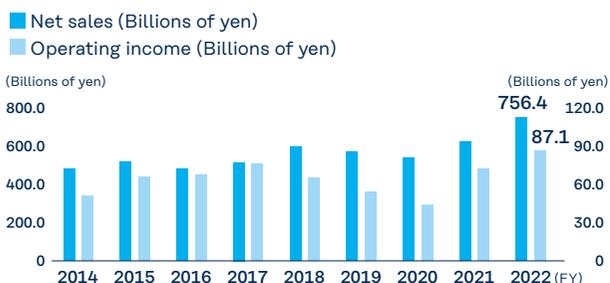


Financial and Non-Financial Highlights

Financial Data

Net sales **¥756.4 billion**
Operating income **¥87.1 billion**

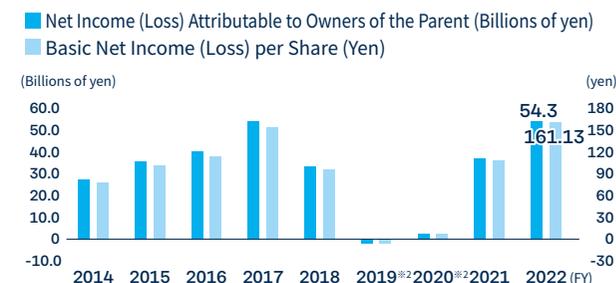


Products having the world's highest market shares*1 **¥460.5 billion**
Sales ratio of products having the world's highest market shares*1 **61%**



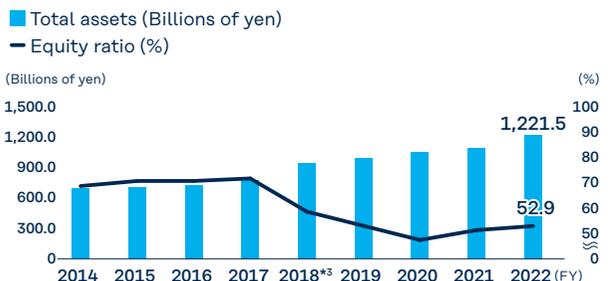
*1 In-house survey

Net income attributable to owners of the parent **¥54.3 billion**
Basic net income per share **¥161.13**



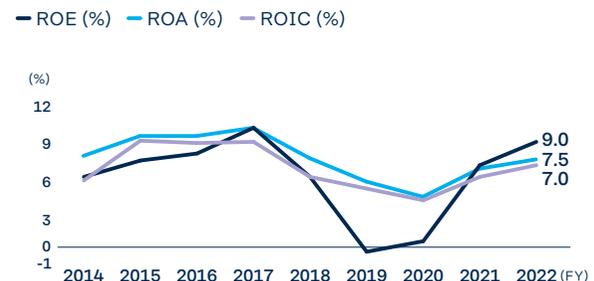
*2 Net income attributable to owners of the parent declined significantly due to the recording of an extraordinary loss of approximately ¥51 billion in fiscal 2019 and approximately ¥22 billion in fiscal 2020 for litigation surrounding a fire incident at a subsidiary in the United States.

Total assets **¥1,221.5 billion**
Equity ratio **52.9%**



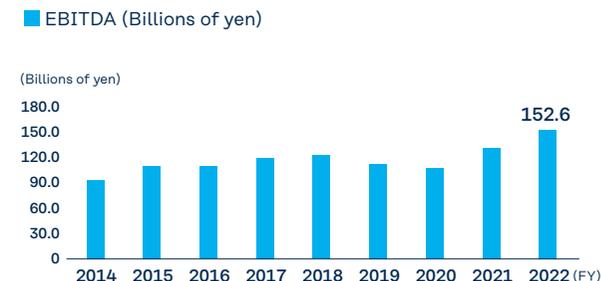
*3 In fiscal 2018, total assets increased due to the inclusion of Calgon Carbon Corporation in the scope of consolidation.

ROE*4 **9.0%** ROA*5 **7.5%**
ROIC*6 **7.0%**



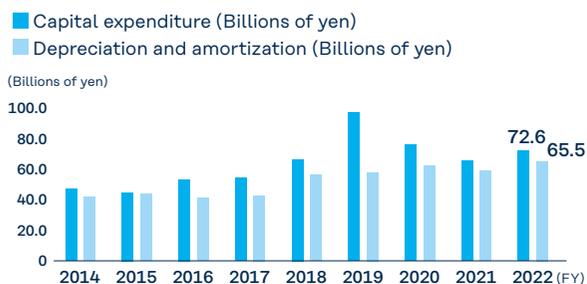
*4 Return on equity (ROE) = Net income attributable to owners of the parent / Average shareholders' equity x 100 (%)
*5 Return on assets (ROA) = Operating income / Average total assets x 100 (%)
*6 Return on invested capital (ROIC) = Net operating income after tax / (Interest-bearing debt + Shareholders' equity) x 100 (%)

EBITDA*7 **¥152.6 billion**



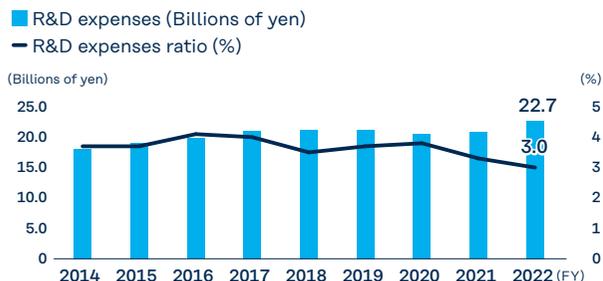
*7 EBITDA = Operating income + Depreciation and amortization

Capital expenditure*⁸ **¥72.6 billion**
 Depreciation and amortization **¥65.5 billion**



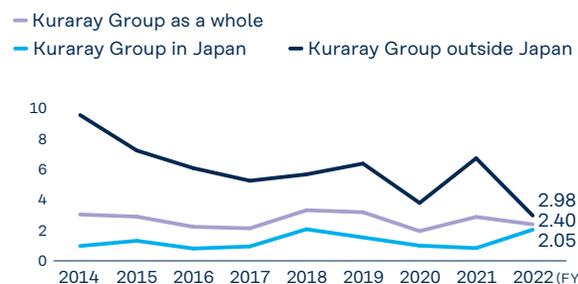
*⁸ Capital expenditure is on an acceptance basis.

R&D expenses **¥22.7 billion**
 R&D expenses ratio **3.0%**



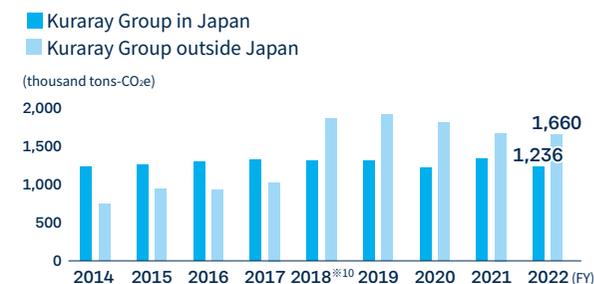
Non-Financial Data

Frequency Rate of All Occupational Injuries*⁹
 Kuraray Group as a whole **2.40**
 Kuraray Group in Japan **2.05**
 Kuraray Group outside Japan **2.98**



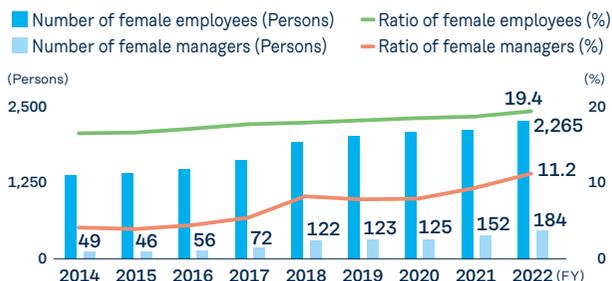
*⁹ Number of all occupational injuries (lost-time and no lost-time injuries) per million working hours.

Greenhouse Gas (GHG) Emissions
 Kuraray Group in Japan **1,236 thousand tons-CO₂e**
 Kuraray Group outside Japan **1,660 thousand tons-CO₂e**

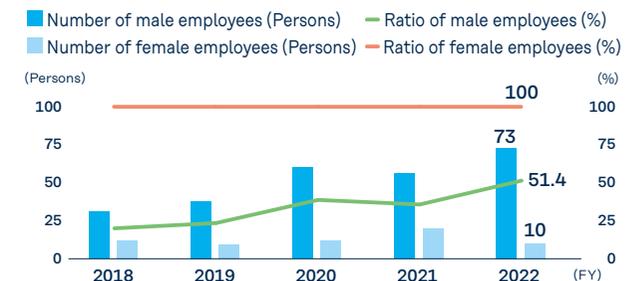


*¹⁰ Calgon Carbon Corporation has been included in data since fiscal 2018.

Number of female employees **2,265**
 Ratio of female employees **19.4%**
 Number of female managers **184**
 Ratio of female managers **11.2%**



Number of employees taking childcare leave*¹¹
 Men **73** Women **10**
 Ratio of childcare leave-taking*¹¹
 Men **51.4%** Women **100%**



*¹¹ Number and ratio of employees for Kuraray Co., Ltd.